

# FINANCIAL TIMES

Global banking

How best to  
draw up the rules

Page 7

Wasteland

Nafta fails to clean up  
the Mexico-US border

Page 6

Bank of China

The boss seeks  
obedience

Page 22

FT WEEKEND

Summer Arts  
Festival guide

TOMORROW

World Business Newspaper <http://www.ft.com>

FRIDAY JUNE 6 1997

● The fifth part of  
our 12-part series, FT  
Mastering Finance,  
appears on Monday.  
Topics include  
foreign exchange,  
shareholder value  
and the takeover  
premium.



## Financial services processing ready to switch online

Use of the internet by financial services companies for processing transactions is set to soar, according to a survey by Ernst & Young, the accounting and consultancy firm. At the moment about 13 per cent of 130 financial services companies in 17 countries surveyed are using the internet for transactions with customers - but this is set to jump to 60 per cent by 1999, or 87 per cent for US firms. Only 6 per cent have no plans to introduce transaction processing on the internet. "In 1996, there was virtually no internet transaction processing in the US," said Phil Lawrence of Ernst & Young's financial services consulting group. Page 18; Editorial Comment, Page 17

**Employers fearful over EU:** The presidents of Unice, the European employers' federation, will today make a heartfelt plea to EU leaders to preserve the balance between economic and social objectives when the union's founding treaty is amended later this month. Having watched with some alarm the changing colour of EU governments over the past month, they will stress that social initiatives must not be allowed to damage competitiveness. Page 2

**Swiss weapons vote:** A Swiss referendum on whether to ban arms exports could affect all but the humble Swiss Army Knife. Swiss Army Brands, the US company with sole rights to the Swiss Army trademark, insists the penknife is a pocket tool, not a weapon. Page 18

**Venezuelan oil bonanza:** Investors have bid a record amount in Venezuela's tender for oil operating licences to secure their access to the western hemisphere's largest proven reserves. More than 130 companies bid in excess of \$1.9bn for rights to operate 14 out of 20 fields. Page 19

**Ukrainian travesty:** Ukraine's energy sector has failed to live up to its promise less than three months after the establishment of a competitive market structure. "It's a travesty," said one Western expert. Page 3

**German GDP up:** Germany's economic recovery became significantly better entrenched in the first three months of this year, with gross domestic product half a per cent higher than in the last quarter of 1996. Page 2

**Bulgari expansion plans:** Bulgari, the Italian jewellery group, plans to open 20 stores worldwide over the next two years and diversify into new products including eyewear and leather goods. Page 19

**Deal for part-time workers:** European trade unions and employers are expected to sign an agreement today giving part-time employees across the EU the legal right to equal treatment with those in full-time jobs. Page 2

**European music royalties:** The UK and Dutch societies responsible for collecting royalties on behalf of musicians are working on plans to establish a pan-European network. Page 6

**Hungarian changes:** The Hungarian government plans to alter the level of state-held stakes in some 90 of the 193 companies considered vital to the national interest. Page 2

**Maxim's wine sales:** Paris restaurant Maxim's auctioned off 8,000 bottles of wine from its cellars, earning FF9.7m (\$1.9m) for the restaurant's owner Pierre Cardin.

the clothes line: father and son fashion  
in the award-winning  
how to spend it  
magazine

FT.com: the FT web site provides online news,  
comment and analysis at <http://www.ft.com>

STOCK MARKET INDICES	
New York Composite	7,336.18 (+0.53)
Dow Jones Ind. Av.	7,336.18 (+0.53)
NASDAQ Composite	1,391.87 (+12.0)
London	3,842.95 (+2.09)
Europe and Far East	
CAC 40	3,842.95 (+2.09)
DAX	3,842.95 (+2.09)
FTSE 100	3,842.95 (+2.09)
Nikkei	20,488.15 (+123.41)
US LUNCHTIME RATES	
Federal Funds	5.25%
3-mth Treasury Bill	5.00%
Long Bond	6.875%
Yield	6.875%
OTHER RATES	
UK 3-mth Interbank	5.25%
UK 10 yr Govt	6.125%
France 10 yr Govt	5.75%
Germany 10 yr Govt	5.75%
Japan 10 yr Govt	5.75%
NORTH SEA OIL (Aargau)	
Brent Dated	\$17.84 (18.36)
Brent 2000	\$17.84 (18.36)
Brent 2001	\$17.84 (18.36)
Brent 2002	\$17.84 (18.36)
Brent 2003	\$17.84 (18.36)
Brent 2004	\$17.84 (18.36)
Brent 2005	\$17.84 (18.36)
Brent 2006	\$17.84 (18.36)
Brent 2007	\$17.84 (18.36)
Brent 2008	\$17.84 (18.36)
Brent 2009	\$17.84 (18.36)
Brent 2010	\$17.84 (18.36)
Brent 2011	\$17.84 (18.36)
Brent 2012	\$17.84 (18.36)
Brent 2013	\$17.84 (18.36)
Brent 2014	\$17.84 (18.36)
Brent 2015	\$17.84 (18.36)
Brent 2016	\$17.84 (18.36)
Brent 2017	\$17.84 (18.36)
Brent 2018	\$17.84 (18.36)
Brent 2019	\$17.84 (18.36)
Brent 2020	\$17.84 (18.36)
Brent 2021	\$17.84 (18.36)
Brent 2022	\$17.84 (18.36)
Brent 2023	\$17.84 (18.36)
Brent 2024	\$17.84 (18.36)
Brent 2025	\$17.84 (18.36)
Brent 2026	\$17.84 (18.36)
Brent 2027	\$17.84 (18.36)
Brent 2028	\$17.84 (18.36)
Brent 2029	\$17.84 (18.36)
Brent 2030	\$17.84 (18.36)
Brent 2031	\$17.84 (18.36)
Brent 2032	\$17.84 (18.36)
Brent 2033	\$17.84 (18.36)
Brent 2034	\$17.84 (18.36)
Brent 2035	\$17.84 (18.36)
Brent 2036	\$17.84 (18.36)
Brent 2037	\$17.84 (18.36)
Brent 2038	\$17.84 (18.36)
Brent 2039	\$17.84 (18.36)
Brent 2040	\$17.84 (18.36)
Brent 2041	\$17.84 (18.36)
Brent 2042	\$17.84 (18.36)
Brent 2043	\$17.84 (18.36)
Brent 2044	\$17.84 (18.36)
Brent 2045	\$17.84 (18.36)
Brent 2046	\$17.84 (18.36)
Brent 2047	\$17.84 (18.36)
Brent 2048	\$17.84 (18.36)
Brent 2049	\$17.84 (18.36)
Brent 2050	\$17.84 (18.36)
Brent 2051	\$17.84 (18.36)
Brent 2052	\$17.84 (18.36)
Brent 2053	\$17.84 (18.36)
Brent 2054	\$17.84 (18.36)
Brent 2055	\$17.84 (18.36)
Brent 2056	\$17.84 (18.36)
Brent 2057	\$17.84 (18.36)
Brent 2058	\$17.84 (18.36)
Brent 2059	\$17.84 (18.36)
Brent 2060	\$17.84 (18.36)
Brent 2061	\$17.84 (18.36)
Brent 2062	\$17.84 (18.36)
Brent 2063	\$17.84 (18.36)
Brent 2064	\$17.84 (18.36)
Brent 2065	\$17.84 (18.36)
Brent 2066	\$17.84 (18.36)
Brent 2067	\$17.84 (18.36)
Brent 2068	\$17.84 (18.36)
Brent 2069	\$17.84 (18.36)
Brent 2070	\$17.84 (18.36)
Brent 2071	\$17.84 (18.36)
Brent 2072	\$17.84 (18.36)
Brent 2073	\$17.84 (18.36)
Brent 2074	\$17.84 (18.36)
Brent 2075	\$17.84 (18.36)
Brent 2076	\$17.84 (18.36)
Brent 2077	\$17.84 (18.36)
Brent 2078	\$17.84 (18.36)
Brent 2079	\$17.84 (18.36)
Brent 2080	\$17.84 (18.36)
Brent 2081	\$17.84 (18.36)
Brent 2082	\$17.84 (18.36)
Brent 2083	\$17.84 (18.36)
Brent 2084	\$17.84 (18.36)
Brent 2085	\$17.84 (18.36)
Brent 2086	\$17.84 (18.36)
Brent 2087	\$17.84 (18.36)
Brent 2088	\$17.84 (18.36)
Brent 2089	\$17.84 (18.36)
Brent 2090	\$17.84 (18.36)
Brent 2091	\$17.84 (18.36)
Brent 2092	\$17.84 (18.36)
Brent 2093	\$17.84 (18.36)
Brent 2094	\$17.84 (18.36)
Brent 2095	\$17.84 (18.36)
Brent 2096	\$17.84 (18.36)
Brent 2097	\$17.84 (18.36)
Brent 2098	\$17.84 (18.36)
Brent 2099	\$17.84 (18.36)
Brent 2100	\$17.84 (18.36)
Brent 2101	\$17.84 (18.36)
Brent 2102	\$17.84 (18.36)
Brent 2103	\$17.84 (18.36)
Brent 2104	\$17.84 (18.36)
Brent 2105	\$17.84 (18.36)
Brent 2106	\$17.84 (18.36)
Brent 2107	\$17.84 (18.36)
Brent 2108	\$17.84 (18.36)
Brent 2109	\$17.84 (18.36)
Brent 2110	\$17.84 (18.36)
Brent 2111	\$17.84 (18.36)
Brent 2112	\$17.84 (18.36)
Brent 2113	\$17.84 (18.36)
Brent 2114	\$17.84 (18.36)
Brent 2115	\$17.84 (18.36)
Brent 2116	\$17.84 (18.36)
Brent 2117	\$17.84 (18.36)
Brent 2118	\$17.84 (18.36)
Brent 2119	\$17.84 (18.36)
Brent 2120	\$17.84 (18.36)
Brent 2121	\$17.84 (18.36)
Brent 2122	\$17.84 (18.36)
Brent 2123	\$17.84 (18.36)
Brent 2124	\$17.84 (18.36)
Brent 2125	\$17.84 (18.36)
Brent 2126	\$17.84 (18.36)
Brent 2127	\$17.84 (18.36)
Brent 2128	\$17.84 (18.36)
Brent 2129	\$17.84 (18.36)
Brent 2130	\$17.84 (18.36)
Brent 2131	\$17.84 (18.36)
Brent 2132	\$17.84 (18.36)
Brent 2133	\$17.84 (18.36)
Brent 2134	\$17.84 (18.36)
Brent 2135	\$17.84 (18.36)
Brent 2136	\$17.84 (18.36)
Brent 2137	\$17.84 (18.36)
Brent 2138	\$17.84 (18.36)
Brent 2139	\$17.84 (18.36)
Brent 2140	\$17.84 (18.36)
Brent 2141	\$17.84 (18.36)
Brent 2142	\$17.84 (18.36)
Brent 2143	\$17.84 (18.36)
Brent 2144	\$17.84 (18.36)
Brent 2145	\$17.84 (18.36)
Brent 2146	\$17.84 (18.36)
Brent 2147	\$17.84 (18.36)
Brent 2148	\$17.84 (18.36)
Brent 2149	\$17.84 (18.36)
Brent 2150	\$17.84 (18.36)
Brent 2151	\$17.84 (18.36)
Brent 2152	\$17.84 (18.36)
Brent 2153	\$17.84 (18.36)
Brent 2154	\$17.84 (18.36)
Brent 2155	\$17.84 (18.36)
Brent 2156	\$17.84 (18.36)
Brent 2157	\$17.84 (18.36)
Brent 2158	\$17.84 (18.36)
Brent 2159	\$17.84 (18.36)
Brent 2160	\$17.84 (18.36)
Brent 2161	\$17.84 (18.36)
Brent 2162	\$17.84 (18.36)
Brent 2163	\$17.84 (18.36)
Brent 2164	\$17.84 (18.36)
Brent 2165	\$17.84 (18.36)
Brent 2166	\$17.84 (18.36)
Brent 2167	\$17.84 (18.36)
Brent 2168	\$17.84 (18.36)
Brent 2169	\$17.84 (18.36)
Brent 2170	\$17.84 (18.36)
Brent 2171	\$17.84 (18.36)
Brent 2172	\$17.84 (18.36)
Brent 2173	\$17.84 (18.36)
Brent 2174	\$17.84 (18.36)
Brent 2175	\$17.84 (18.36)
Brent 2176	\$17.84 (18.36)
Brent 2177	\$17.84 (18.36)
Brent 2178	\$17.84 (18.36)
Brent 2179	\$17.84 (18.36)
Brent 2180	\$17.84 (18.36)
Brent 2181	\$17.84 (18.36)
Brent 2182	\$17.84 (18.36)
Brent 2183	\$17.84 (18.36)
Brent 2184	\$17.84 (18.36)
Brent 2185	\$17.84 (18.36)
Brent 2186	\$17.84 (18.36)
Brent 2187	\$17.84 (18.36)
Brent 2188	\$17.84 (18.36)
Brent 2189	\$17.84 (18.36)
Brent 2190	\$17.84 (18.36)
Brent 2191	\$17.84 (18.36)
Brent 2192	\$17.84 (18.36)
Brent 2193	\$17.84 (18.36)
Brent 2194	\$17.84 (18.36)
Brent 2195	\$17.84 (18.36)
Brent 2196	\$17.84 (18.36)
Brent 2197	\$17.84 (18.36)
Brent 2198	\$17.84 (18.36)
Brent 2199	\$17.84 (18.36)
Brent 2200	\$17.84 (18.36)
Brent 2201	\$17.84 (18.36)
Brent 2202	\$17.84 (18.36)
Brent 2203	\$17.84 (18.36)
Brent 2204	\$17.84 (18.36)
Brent 2205	\$17.84 (18.36)
Brent 2206	\$17.84 (18.36)
Brent 2207	\$17.84 (18.36)
Brent 2208	\$17.84 (18.36)
Brent 2209	\$17.84 (18.36)
Brent 2210	\$17.84 (18.36)
Brent 2211	\$17.84 (18.36)
Brent 2212	\$17.84 (18.36)
Brent 2213	\$17.84 (18.36)
Brent 2214	\$17.84 (18.36)
Brent 2215	\$17.84 (18.36)
Brent 2216	\$17.84 (18.36)
Brent 2217	\$17.84 (18.36)
Brent 2218	\$17.84 (18.36)
Brent 2219	\$17.84 (18.36)
Brent 2220	\$17.84 (18.36)
Brent 2221	\$17.84 (18.36)
Brent 2222	\$17.84 (18.36)
Brent 2223	\$17.84 (18.36)
Brent 2224	\$17.84 (18.36)
Brent 2225	\$17.84 (18.36)
Brent 2226	\$17.84 (18.36)
Brent 2227	\$17.84 (18.36)
Brent 2228	\$17.84 (18.36)
Brent 2229	\$17.84 (18.36)
Brent 2230	\$17.84 (18.36)
Brent 2231	\$17.84 (18.36)
Brent 2232	\$17.84 (18.36)
Brent 2233	\$17.84 (18.36)
Brent 2234	\$17.84 (18.36)
Brent 2235	\$17.84 (18.36)
Brent 2236	\$17.84 (18.36)
Brent 2237	\$17.84 (18.36)
Brent 2238	\$17.84 (18.36)
Brent 2239	\$17.84 (18.36)
Brent 2240	\$17.84 (18.36)
Brent 2241	\$17.84 (18.36)
Brent 2242	\$17.84 (18.36)
Brent 2243	\$17.84 (18.36)
Brent 2244	\$17.84 (18.36)
Brent 2245	\$17.84 (18.36)
Brent 2246	\$17.84 (18.36)
Brent 2247	\$17.84 (18.36)
Brent 2248	\$17.84 (18.36)
Brent 2249	\$17.84 (18.36)
Brent 2250	\$17.84 (18.36)
Brent 2251	\$17.84 (18.36)
Brent 2252	\$17.84 (18.36)
Brent 2253	\$17.84 (18.36)
Brent 2254	\$17.84 (18.36)
Brent 2255	\$17.84 (18.36)
Brent 2256	\$17.84 (18.36)
Brent 2257	\$17.84 (18.36)
Brent 2258	\$17.84 (18.36)
Brent 2259	\$17.84 (18.36)
Brent 2260	\$17.84 (18.36)
Brent 2261	\$17.84 (18.36)
Brent 2262	\$17.84 (18.36)
Brent 2263	\$17.84 (18.36)
Brent 2264	\$17.84 (18.36)
Brent 2265	\$17.84 (18.36)
Brent 2266	\$17.84 (18.36)
Brent 2267	\$17.84 (18.36)
Brent 2268	\$17.84 (18.36)
Brent 2269	\$17.84 (18.36)
Brent 2270	\$17.84 (18.36)
Brent 2271	\$17.84 (18.36)
Brent 2272	\$17.84 (18.36)
Brent 2273	\$17.84 (18.36)
Brent 2274	\$17.84 (18.36)
Brent 2275	\$17.84 (18.36)
Brent 2276	\$17.84 (18.36)
Brent 2277	\$17.84 (18.36)
Brent 2278	\$17.84 (18.36)
Brent 2279	\$17.84 (18.36)
Brent 2280	\$17.84 (18.36)
Brent 2281	\$17.84 (18.36)
Brent 2282	\$17.84 (18.36)
Brent 2283	\$17.84 (18.36)
Brent 2284	\$17.84 (18.36)
Brent 2285	\$17.84 (18.36)
Brent 2286	\$17.84 (18.36)
Brent 2287	\$17.84 (18.36)
Brent 2288	\$17.84 (18.36)
Brent 2289	\$17.84 (18.36)
Brent 2290	\$17.84 (18.36)
Brent 2291	\$17.84 (18.36)
Brent 2292	\$17.84 (18.36)
Brent 2293	\$17.84 (18.36)
Brent 2294	\$17.84 (18.36)
Brent 2295	\$17.84 (18.36)
Brent 2296	\$17.84 (18.36)
Brent 2297	\$17.84 (18.36)
Brent 2298	\$17.84 (18.36)
Brent 2299	\$17.84 (18.36)
Brent 2300	\$17.84 (18.36)
Brent 2301	\$17.84 (18.36)
Brent 2302	\$17.84 (18.36)
Brent 2303	\$17.84 (18.36)
Brent 2304	\$17.84 (18.36)
Brent 2305	\$17.84 (18.36)
Brent 2306	\$17.84 (18.36)
Brent 2307	\$17.84 (18.36)
Brent 2308	\$17.84 (18.36)
Brent 2309	\$17.84 (18.36)
Brent 2310	\$17.84 (18.36)
Brent 2311	\$17.84 (18.36)
Brent 2312	\$17.84 (18.36)
Brent 2313	\$17.84 (18.36)
Brent 2314	\$17.84 (18.36)
Brent 2315	\$17.8



Political foes declare 'mutual respect' as French prepare for an uneasy cohabitation

## Chirac sizes up Jospin's cabinet

By David Buchan and David Owen in Paris

France's cohabitation government moved gingerly into gear yesterday with a cabinet meeting at which the Socialist prime minister, Mr Lionel Jospin, promised to respect "the high constitutional prerogatives" of the Gaullist President Jacques Chirac, who in turn called for "mutual respect".

The purely formal session was for Mr Jospin to introduce to President Chirac the 16 ministers and 10 junior state secretaries named on Tuesday evening. But it was not followed by a "family photo" of the president and his ministers on the Elysée steps, as happens when they are of the same party.

Though dominated by Mr Jospin's Socialist party, the government has a Green as environment minister and three Communists, responsible for transport, sport and tourism. However, the Paris Bourse reacted well, with its CAC-40 index closing 2.11 per cent up on the day.

There was less encouraging news in figures released yesterday by Insee, the national statistics institute, showing that the French economy grew by a slower than-expected 0.2 per cent in the first quarter, held back by dwindling stocks and declining investment.

The figures confounded economists' forecasts of between 0.4 and 0.5 per cent and increased doubts about

the departing centre-right administration's predictions for 1997 growth of "a minimum" of 2.3 per cent. Slower growth would make it harder for the new government to narrow the public deficit to 3 per cent of gross domestic product and so qualify for European monetary union.

Mr Jospin has ruled out new austerity measures as a means of achieving this Maastricht criterion, which was recently dismissed as "dogma" by Mr Dominique Strauss-Kahn, the new economics minister.

The poor stocks and investment performance in yesterday's figures largely offset positive contributions from consumption and foreign trade. The overall rate

of expansion was unchanged from the final quarter of 1996 which brought growth for the year as a whole to a sluggish 1.5 per cent.

Mrs Martine Aubry, the labour and social affairs minister, who ranks number two in the government, said after the meeting she would work with Mr Strauss-Kahn to "get the country going again" and to "stimulate recovery and jobs".

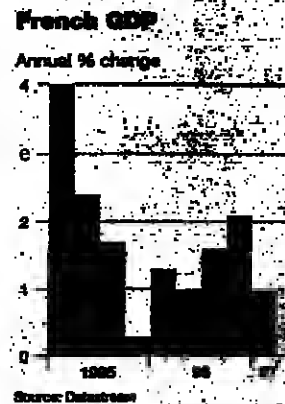
Mr Strauss-Kahn said he intended to "pursue that part of the previous government's action which went in the right direction", and that France's partners, especially Germany, "have no cause for concern".

He and other ministers met later to prepare next week's Franco-German sum-

mit. Mr Pierre Moscovici, junior minister on Europe, said the new government would stick to Mr Jospin's campaign commitments to get Europe to take more account of France's social and job concerns.

Mrs Aubry, daughter of Mr Jacques Delors, the former European Commission president, is one of eight women who are full or junior ministers. This makes the new government one of France's most feminine, after a campaign in which 30 per cent of the Socialist candidates were female. Ranking third in the government is Mrs Elisabeth Guigou as justice minister.

Mr Jospin has put his own stamp on the government by generally ignoring past



Source: Datastream

## Foreign minister faces policy balancing act

The new foreign minister of France's Socialist-led government, Mr Hubert Védrine, is a clever, wry veteran of the Mitterrand years at the Elysée palace, who combines idealism about Europe with a certain cynicism about diplomacy in general.

Like the new defence minister, Mr Alain Richard, Mr Védrine is a relatively unknown figure, and his appointment seems tailored to ensure President Jacques Chirac can continue to exercise his constitutional right to take the lead in shaping foreign and security policy.

Mr Védrine, 49, was chosen because of his considerable experience of running foreign policy in times of "cohabitation", when the president and government come from rival political parties.

He enjoys a close friendship with key players such as Mr Joachim Bitterlich, Chancellor Helmut Kohl's francophone foreign policy adviser, whom he will see again at next week's Franco-German summit. However, he is not enamoured of the conditions which the Socialists have tied to the single currency, which may set him at odds with his junior minister for Europe, Mr Pierre Moscovici, who wrote those conditions into the Socialist campaign programme.

Mr Richard, 51, has no significant experience of defence, except as a budgetary issue in the Senate. This would have left Mr Chirac a clear field, were it not for general Socialist opposition to several aspects of the president's wide-ranging defence reforms.

More Gaullist than the Gaullist president, the Socialists have criticised Mr Chirac for so far failing to persuade the US to "Europeanise" Nato sufficiently to warrant France's reintegration into the Nato military command. But the government will let Mr Chirac try to exact more concessions from Washington before the Nato summit in early July.

Confined to the interior ministry is the government's most nationalist member, Mr Jean-Pierre Chevènement, the leader of the Citizens Movement party who has always denounced Maastricht as putting France in thrall to Germany. His views could lead to changes in France's role in the EU's JCG for joint European decision-making in police and internal security.

Set against him on the issue of European judicial co-operation, however, will be Mrs Elisabeth Guigou, the new justice minister and fervent pro-European.

David Buchan



New faces: Foreign minister Hubert Védrine, a clever, wry veteran (top), while economics minister Dominique Strauss-Kahn has been long allied with Mr Jospin

## Super-ministry of economics to hold key power

He may not rank at the top of the pecking order in Mr Lionel Jospin's cabinet, but Mr Dominique Strauss-Kahn will hold one of the most powerful positions in the new Socialist government.

In France, where protocol is not to be taken lightly, the super-ministry of economics, finance and industry has been ranked in sixth position, symbolically coming after those departments concerned with some of the left's top campaign priorities, including employment and justice.

But Mr Strauss-Kahn has four junior ministers reporting to him, more than any of his colleagues. Moreover, never before in the history of the Fifth Republic has the industry ministry been grafted on to the economics and finance ministry.

With a doctorate in economics and a degree from HEC, France's best-rated business school, Mr Strauss-Kahn, long allied with Mr Jospin, has already held ministerial office and was one of the co-authors of the Socialists' electoral economic programme.

He faces considerable challenges, notably in helping answer the question of whether France needs to continue with austerity measures if it is to meet the Maastricht criteria for monetary union; in determining

whether the Socialists will definitely prevent further privatisations as they suggested during the election campaign; and discussing possible new taxes.

In line with recent tradition Mr Strauss-Kahn's budget minister is a close aide of the prime minister, Mr Christian Sauter, an economist and long-time ally of Mr Jospin.

In selecting the other three junior ministers under Mr Strauss-Kahn, Mr Jospin has taken no risks, appointing only one who is not in the Socialist party: Mr Jacques Dondoux, from the Radical Socialist party.

But one of the most important relationships for Mr Strauss-Kahn will be with that of Ms Martine Aubry, who has been appointed the top-ranking minister in government after Mr Jospin, in charge of another super-ministry to cover employment, solidarity, and social and urban affairs.

It is between her and Mr Strauss-Kahn that the debates may prove the most fierce, over the funding for fulfilling the Socialists' pledges to create 700,000 jobs - half in the public sector - and to move progressively towards a reduction from 39 to a 35 hour week without any reduction in salary.

Andrew Jack

## Deal to give full rights to part-time workers

By Robert Taylor, Employment Editor

European trade unions and employers are expected to sign an agreement today which will give part-time employees across the European Union the legal right to equal treatment with those in full-time jobs.

The deal will establish for the first time the principle of non-discrimination for part-time employees, both male and female. It will give equal access to pay, bonus, shift and other additional payments for comparable employees and will ensure equal contractual terms are provided for them in occupational sick leave schemes and paid holiday leave.

In addition, the deal, to be signed in The Hague, will enable part-time employees

to get equal access to share options, staff discounts and occupational pensions.

The agreement will be presented to the EU Commission president, Mr Jacques Santer, today. Member governments will be expected to give their approval in the autumn. It would then be adopted as a legally binding directive on all EU states and become law within two years.

The agreement is the second such deal reached between employers and trade unions in the EU, after one covering unpaid parental leave signed earlier this year.

The part-time agreement will apply to the UK once the new Labour government has signed the social chapter as it has promised to do. The stated purpose of the

deal is to remove discrimination against part-time workers, improve the quality of part-time work, and facilitate voluntary work on a part-time basis.

But the measure has been watered down under employer pressure to enable casual workers to be excluded "wholly or in part for objective reasons" from its provisions.

The part-time agreement will have a particular impact in the UK, ensuring 5.7m part-time employees will have an absolute right for the first time to equal contractual rights, staff benefits and discounts.

The Trades Union Congress has estimated 60 per cent of British part-timers are at present excluded from such rights.

## Employers fearful over EU's changing colour

By Emma Tucker in Brussels

The presidents of Unice, the European employers' federation, will today make a heartfelt plea to EU leaders to preserve the balance between economic and social objectives when the Union's founding treaty is amended later this month.

Having watched with some alarm the changing colour of EU governments over the past month, they will stress that social initiatives must not be allowed to damage competitiveness.

The Unice leaders are meeting in The Hague 10 days before heads of state meet in Amsterdam to agree revisions to the treaty.

Following the election victories of the Labour party in Britain and the Socialist party in France, Mr Zygmunt

Tyszkiewicz, Unice's secretary general, reckons that where recently he could count on 28 "pro-employer" votes in the Council of Ministers - enough to form a blocking minority - he is now down to eight.

News that the British government intends to promote liberal supply-side reforms in Europe has come as a relief. But Unice is taking no risks.

"We would be extremely anxious if there was any dilution of the notion that public service of a revenue generating nature should be open to competition," said Mr Tyszkiewicz. France wants a declaration included in the treaty calling for special consideration for the role of public services.

Further, the proposed employment chapter for the

treaty contains what business leaders view as dubious references to employment "incentives".

On the other hand, the word "competitiveness" has found its way into the new draft treaty as a "task" for the EU. "We would have preferred it as an 'objective'," comments Mr Tyszkiewicz. "But at least it shows that somebody's heart was in the right place."

Another concern for some is the likely failure of the revised treaty to grant the Commission wholesale powers to negotiate trade agreements in areas such as intellectual property, public procurement and services. However, industry itself is split on whether trade matters should be left to the member states or transferred to Brussels.

**FINANCIAL TIMES**  
Published by The Financial Times (Europe) GmbH, Niederwallstraße 3, 40118 Frankfurt am Main, Germany. Telephone +49 69 156 8254, Fax +49 69 156 8481. Registered in Frankfurt by J. Walter Bredt, Wilfried J. Bredt, Colin A. Kennard as General Managers and in London by David C.M. Bell, Catherine, and Alan C. Miller, Deputy Chairman. The shareholders of the Financial Times (Europe) GmbH is Pearson Overseas Holdings Limited, 3 Buntington Gardens, London, W1X 1LE. Shareholder of this company is Pearson plc, registered at the same address.

**GERMANY:**  
Responsible for Advertising content: Colin A. Kennard, Printer: Hiltrop International Verlagsgesellschaft mbH, Adminal-Rosenstrasse 3a, 63303 Neu Isenburg (Hessen) 0174 7363. Responsible Editor: Richard Lamborn, c/o The Financial Times Limited, Number One Southwark Bridge, London SE1 9UL.

**FRANCE:**  
Publishing Director: P. Maravaglia, 42 Rue La Boétie, 75008 PARIS. Telephone (01) 576 8254, Fax (01) 576 8253. Printer: S.A. Nord Edit, 15711 Rue de Clichy, F-91100 Roinville Cedex 1. Editor: Richard Lamborn, ISSN 1148-2753. Commission Paritaire No 678902.

**SWEDEN:**  
Responsible Publisher: Hugh Curran 468 618 6083, Printer: AS Kallsteden AB, Esplanaden, PO Box 6007, S-550 06, Malmö.

© The Financial Times Limited 1997. Editor: Richard Lamborn, c/o The Financial Times Limited, Number One Southwark Bridge, London SE1 9UL.

## TV battle may prove Irish poll decider

By John Murray Brown in Dublin

Ireland's 2.7m voters go to the polls today in what promises to be one of the closest general elections in years.

An opinion poll in yesterday's Irish Independent suggested the opposition Fianna Fáil party could win enough seats with the support of the small right-of-centre Progressive Democrats to form the next government. But with 14 per cent still undecided, much will depend on floating voters.

However, with some pollsters predicting a hung parliament, attention is also focused on the Greens and other independents who could hold the balance of power.

In a lacklustre campaign, the government has questioned the competence of Fianna Fáil, pointing to the breakdown of its last two attempts at cohabitation with the PDs in 1992 and with Labour in 1994, which resulted in the formation of the current "rainbow" coalition of Fine

Gael, Labour and Democratic Left. By contrast, Mr John Bruton, the Fine Gael prime minister, has made much of the harmonious record of his coalition, despite the apparent ideological differences.

For much of the campaign the Fianna Fáil leader, Mr Bertie Ahern, held the upper hand, setting the agenda on tax and crime but he failed to establish a substantial lead.

Mr Ahern appeared more comfortable on the campaign trail, where some party officials feared his earthy Dublin ways might alienate more conservative country voters. One Fine Gael minister even suggested the state broadcaster Radio Telefís Éireann was guilty of partisan coverage, for assigning its top correspondent to cover the Fianna Fáil leader's campaign.

But in what might be seen as the key turning point in the three-week campaign, Mr Bruton appeared to outscore Mr Ahern on Wednesday night in the only head to head television debate. The Irish Times, which

has been far from uncritical of the prime minister, described it as "the best performance of his political life".

Even on Northern Ireland, where Fine Gael is seen to be too pro-British, Fianna Fáil failed to capitalise. To Mr Ahern's claim that it was "the primary role" of an Irish prime minister to represent the interests of Northern nationalists, Mr Bruton retorted that "the unionists are Irish people and the Taoiseach [prime minister] has to look after them as Irish people. I believe the people in the Shankill are just as Irish as the people in the Falls Road."

With all the parties fighting over the centre ground, the campaign has provided a curious display of political cross-dressing. Mr Bruton, the prosperous County Meath farmer, has donned the ideological clothing of his left-leaning partners, while Mr Ahern has appeared to move rightwards - in an apparent bid to woo PDs transfers.

"If we have the money we should

spend it," Mr Bruton intoned, as he elaborated his views on free education - although he attended a top private school.

Notwithstanding the fact that many Dublin public houses either had the sound turned down for the debate, or switched channels to watch the England-Italy football match, Fine Gael strategists are confident the prime minister has swayed sufficient numbers of undecideds in marginals, on which the result looks like turning.

"He was just being himself," said a clearly relieved Bruton loyalist. The real question is whether the outgoing three-party coalition can muster enough transfers, with Fine Gael gains compensating for the losses expected from Labour. Ironically, Fianna Fáil's fate could be decided by the performance of the PDs, who despite the personal standing of Ms Mary Harney, the party leader, look set to lose seats in Dublin and Limerick.

Editorial Comment, Page 17

### EUROPEAN NEWS DIGEST

## Fishing protest blocks Lisbon

More than 50 trawlers and other fishing vessels blockaded Lisbon's fishing port yesterday in protest against a government measure banning fishing beyond the 12 mile limit for 24 hours a week.

The Socialist government ordered the Sunday ban on fishing in the open seas to help restore dwindling fish stocks. But vessel owners say the measure is discriminatory and ineffective because the more powerful Spanish fleet, which fishes in the same waters, will not be affected.

The protest, organised by the vessels owners' union with the support of fishermen, prevented some cargo ships from leaving or entering Lisbon and was expected to spread.

Peter Wise, Lisbon

## Chemical groups in wage deal

Germany's big chemical companies yesterday welcomed a union agreement with the country's 600,000 chemical workers which could allow companies to cut wages by up to 10 per cent during economic downturns. They said the agreement was an important step towards introducing greater flexibility into the labour market.

The agreement between employers and one of Germany's most important industries and the IG Chemie union will allow struggling companies to ask for wage cuts in return for not laying off workers. It will also introduce greater freedom for workers' wages to rise more easily when companies' profits are increasing. "This is a very good solution that has been found. We have flexibility in both directions," said Hoechst.

The agreement was hailed by union negotiators as "a new era".

Graham Bowley, Frankfurt

## Spain confident over Emu

Spain is counting on going ahead with the launch of the European single currency at the beginning of 1999 despite uncertainty over the approach the new French Socialist government will take, according to Mr José María Aznar, the prime minister.

He said he had talked by telephone on Tuesday with Germany's Chancellor Helmut Kohl - the only other surviving leader of a centre-right government in the EU - and that they were both "absolutely decided" on sticking to the planned single-currency timetable.

Mr Aznar, who has pinned his government's credibility on the outcome of its bid to join the single currency, said a delay would not be "a disaster" but that Spain saw no advantage in it. He added that the "core" group of single-currency countries should be "as wide as possible" and repeated Spain's insistence on having its case considered separately from Italy's.

David White, Madrid

## Hungary amends sell-off law

The Hungarian government plans to alter the level of state-held stakes in some 80 of the 193 companies considered vital to the national interest. In an amendment to the privatisation law accepted by the cabinet yesterday, the permanent public stake in 18 companies will be reduced to one golden share, which will ensure a government veto over strategic management decisions such as core business and company name.

Companies affected include Matav, the national telecoms company, OTP Bank, Hungaropharma, the pharmacy chain, salami producers Hertz and Pick Szeged, porcelain manufacturers Zsolnay and the engineering company Ganz Ansaldo.

The publicly-held stake will be increased in a number of other companies, chief of which is the state broadcasting monopoly Antenna Hungaria, in which the state will now hold a long-term 50 per cent stake, up from 25 per cent under the current law.

Kester Eddy, Budapest

## Backing for Swiss bank guard

Mr Newt Gingrich, speaker of the US House of Representatives, has endorsed special legislation to grant legal residency in the US for a young Swiss bank guard who tried to stop Nazi-era bank records from being shredded. Mr Christophe Meli, 29, told US legislators last month that he and his family had received threats since he exposed the order to shred Holocaust-era documents when he was a night security guard at the Union Bank of Switzerland.

The heroic efforts of this young man deserve commendation, not prosecution, and I will do everything in my power to ensure that this legislation is quickly brought to the House floor and approved," said Mr Gingrich. He also called for an end to what he called "a thick veil of Swiss bank secrecy" surrounding the issue of unclaimed assets of Holocaust victims still in Swiss banks.

Rosetta, Washington

## Daimler-Benz executive probe

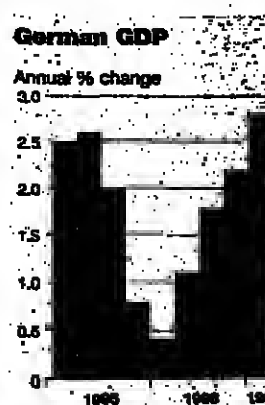
A senior executive of Daimler-Benz, the German industrial group, is being investigated by state prosecutors for allegedly infringing rules on the disclosure of the company's earnings.

The investigation surrounds remarks made by Mr Eckhard Cordes, a member of the Daimler board, at the Geneva motor show in March. Mr Cordes announced estimates of company sales and profits before they had been officially released and his remarks caused a sharp rise in Daimler shares.

Graham Bowley

### ECONOMIC WATCH

## Germans see modest recovery



Source: Datastream

Germany's economic recovery became significantly better entrenched in the first three months of this year, with gross domestic product 0.5 per cent higher than in the last quarter of 1996, official statistics showed yesterday. The federal statistical office figures provided some relief for Germany as it struggles to meet the deficit criteria this year for European economic and monetary union. However, many analysts regard the government's forecast of

2.5 per cent growth in 1997 as optimistic. Modest economic growth is failing to have any impact on Germany's high unemployment. May labour market statistics today could show a rise in the seasonally adjusted total and a smaller than expected drop in the unadjusted total. The real economic growth rate of 1.4 per cent reported for the first three months of 1997 compared with a year before was lower than in the third and fourth quarters of 1996. But there were three fewer working days in the first quarter of 1997 than in the comparison period. Bundesbank figures adjusted for calendar effects show a year-on-year growth rate of 2.8 per cent in the first quarter. Adding to the relatively upbeat picture was a 3.3 per cent increase in manufacturing orders between April and March, reported by the economics ministry in Bonn. The federal statistical office said GDP in former eastern Germany was 2.8 per cent higher in the first quarter, compared with a year before. In the west it was 1.2 per cent higher.

Ralph Atkins, Bonn



## NEWS: EUROPE

## Ukraine parliament backs draft civil code

By Chrystia Freeland in Moscow

Ukraine's often recalcitrant parliament yesterday approved the country's draft civil code on the first reading, in a move which reformers said would create a legal foundation for the country's fledgling market economy.

"This is the most important step the parliament has taken since passing the constitution," Mr Serhi Holovaty, minister of justice, said. "This is a big step in our progress towards market reforms and legal reforms."

Preliminary passage of the code comes at a time when Ukraine's shaky economic performance has become the target of criticism from foreign governments and financial institutions backing the young nation. The country's economy contracted by 10 per cent last year, and economists warn that it could shrink by another 8 per cent if the government does not alter its policies.

The civil code, which narrowly failed to be approved by parliament two weeks earlier, will be reviewed by a parliamentary com-

mission during the summer and is due to return to the legislature for a second reading in October. Reformers were confident it would become law before the end of the year.

If passed, the code could become a significant force in stabilising Ukraine's business environment. Foreign businessmen complain that the country's inadequate and often contradictory legal system poses one of the biggest threats to investment. "This is a very, very important foundation of our new democracy in Ukraine," Mr Hol-

vaty said. "It has great significance for the economy."

Yesterday's preliminary approval of the code is also a breakthrough in the government's relationship with parliament.

The leftist-dominated legislature, which has not yet approved the 1997 budget, has emerged as a blocking force in government efforts to drag Ukraine out of its protracted economic depression. But, due to the lobbying efforts of the ministry of justice, the civil code sailed through parliament. Parliamentary elections are

scheduled for early next year, but law-makers involved in drafting the code predicted the current crop of MPs would be eager to pass the code before the spring vote because of its historic significance.

Preliminary approval of the code could also strengthen the hand of the small team of reformers within the Ukrainian cabinet. This young group enjoys the backing of Mr Leonid Kuchma, the president, but is at loggerheads with Mr Pavlo Lazarenko, the prime minister, whom many

observers blame for the nation's economic stagnation.

The code is largely the achievement of Mr Holovaty, who is closely allied with Ukraine's reformist economic ministers. His victory could enhance the authority of the entire team in Ukraine's shadowy and protracted struggle for political power.

Western lawyers said the civil code was a major step in Ukraine's efforts to replace its ungainly, Soviet-era laws with a western legal system appropriate for a capitalist economy.

## Czechs put two banks up for sale

By Vincent Boland in Prague

Two of the Czech Republic's big state controlled banks are to be offered for sale later this year under a proposal submitted yesterday by the finance ministry as it steps up privatisation of the banking sector.

The move meets a pledge by Mr Václav Klaus, the prime minister, two months ago that there would be a renewed commitment to tackling outstanding sell-offs, which have been in limbo since last year's inconclusive general election. The ministry's plans call for the sale of the state's stake of just under 49 per cent in Komerční Banka and Československá Obchodní Banka. CSOB is wholly owned by Czech and Slovak state institutions; a fact that could complicate the sell-off timetable.

A "strong strategic investor" will be sought for each bank while raising the "maximum revenue" from the sales. Komerční, believed to be the biggest bank in eastern Europe, had total assets of \$18.5bn at March 31. At yesterday's closing price the stake was worth \$558m. CSOB has assets of about \$7bn.

However, the Czech National Bank has not yet abandoned its own tentative plan to merge CSOB and Česka Spořitelna, a state-controlled savings bank, before any sell-off. A spokesman said yesterday that, while the central bank supported the "main principles" of the ministry's proposal, it "would not like to cancel this [merger] idea and explore the benefits that might arise from it".

Analysts yesterday welcomed the ministry's proposal, saying it was a recognition that ending state involvement in the sector was essential to overcoming the structural problems created by the government's vouchers-for-shares privatisation programme of the early 1990s.

## Kiev power reform switched back on

International pressure is forcing government's hand

Electrical engineers are not known for their frivolity, but on March 15 Ukraine's electricity bosses were afloat in champagne, vodka and good cheer. They were celebrating the creation of a modern, western-style wholesale electricity market they hoped would help pull the country out of its post-Soviet doldrums.

For Ukraine, whose energy sector is famous only for the Chernobyl nuclear disaster a decade ago, establishment of a competitive market structure was no mean feat. Western economists hailed the system as the best in the former Soviet Union and visiting experts were astounded to find Kiev's national dispatch centre making more tariff calculations more quickly than their counterparts in Britain, which prides itself on having created one of the world's most effective and liberal electricity markets.

But, nearly three months on, Ukraine's model system has failed to live up to its promise of creating a more efficient market - and eventually offering cheaper power - to the country's unfeared industry and its impoverished citizenry. Instead, the power sector is caught up in a crippling web of non-payments and the

wholesale market has been corrupted by state intervention, often in the interests of government cronies.

"It's a travesty," said a western expert. "These guys had created a really effective free-market exchange; the arrangement worked beautifully. But then the government started to wilfully interfere. And it's all being done for the sake of relatively few people."

The bureaucratic meddling that has perverted an otherwise effective market reform is typical of the problems that have caused the Ukrainian economy to shrink by 10 per cent last year and could bring a further contraction of up to 8 per cent this year. Kiev's stumbling electricity reforms are also being closely watched by others in the region, particularly neighbouring Russia, which is about to embark on its own electricity overhaul.

The Ukrainian government's actions will come under particular scrutiny over the next month, as the World Bank decides whether to suspend a \$317m loan granted to help develop the electricity market. Early last month it warned that Kiev was in violation of some of the covenants of the loan and is threatening to freeze the credits, which are a vital source of support for the

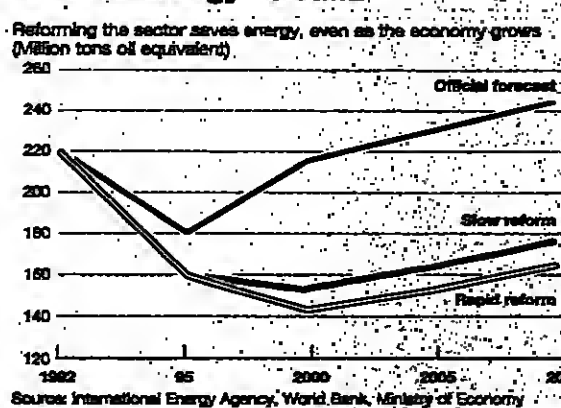
energy-poor country of 51m. According to Bank economists, who have worked closely with the Ukrainians in reforming the sector, Kiev's problem is that it has created the structure for a competitive market but failed to privatise the operators in that market, creating opportunities for continued government intervention and preventing true rivalry emerging.

"The Ukrainians are half-way there," said Mr Laszlo Lovel of the World Bank. "They have put in place the basic institutions and rules to operate a competitive market. But all of the actors on that market are state-owned and report to the ministry of power. State ownership makes them very vulnerable to government pressure to tolerate non-payment... and if you all have the same owner you cannot be truly competitive."

Ukraine's embattled economic reformers wholeheartedly agree. They argue that the government's failure to liberalise the market fully is part of a larger unwillingness to surrender state control over the economy. Not only has this reluctance thwarted economic recovery, but for a lucky few it has also translated into vast personal fortunes.

"Deregulation has not hap-

## Ukraine: energy demand



pened and without this there can be no growth," said Mr Victor Pynzenyk, who resigned as minister responsible for economic reforms earlier this year in frustration at the slow pace of change. "In many cases the cause is corruption, because the *apparatchiks* know what deregulation means for their personal lives. The big figures in the government are interested in preserving a monopoly in various markets, and one of the most profitable is electricity."

Over the past few weeks, however, the "big figures in government" have had their knuckles rapped, raising a hope that their grip on the economy may be giving way. President Leonid Kuchma and most of the cabinet were summoned to Washington earlier this month to be scolded for the country's poor economic performance. International financial institutions are starting to take a tougher line.

One of the fruits of this pressure has been a package

of promises to open up the electricity market. According to Mr Ihor Mitlukov, Ukraine's reformist finance minister, the government has already passed a series of resolutions aimed at improving payment discipline within the sector. In an interview, he said Ukraine was also committed to beginning a sell-off of regional electricity companies.

If these reforms are pushed through, the prospects for Ukraine's electricity sector are relatively bright. The complicated structural reforms are already in place - indeed, Ukraine is so advanced in this area that its electricity experts are now advising Russia. Western investors, who made a windfall on Russian electricity companies last year, are already sniffing around.

All the government needs to do is let go. But that, at least in Kiev, seems to be the hardest reform of all.

Chrystia Freeland

## Kremlin shrugs off attacks on privatisation

By Chrystia Freeland in Moscow

Russia's Communist-dominated parliament yesterday lambasted the government's privatisation programme, calling it a breeding ground for corruption and blaming it for deep economic decline.

Deputies overwhelmingly backed a resolution condemning the privatisation process, which some reformers in the government view as the Kremlin's most impressive achievement. Nevertheless, Mr Alfred Kokh, deputy prime minister and head of the State Privatisation Committee, reacted mildly, predicting the government and legislature would reach a compromise over the next stage of privatisation. "Emotional confrontation is giving way to substantive dialogue," he said later.

His calm response to a day of vituperative attacks on the government is a measure of the extent to which the parliament is being sidelined as an independent force. With the return of President Boris Yeltsin to active politics this year, the Kremlin has pushed ahead with its chosen policies, with little concern for parliament.

On some issues, such as

Nato expansion, this forceful attitude appears to have produced a near total climb-down by Russia's weak legislators. On others, such as the mini-budget the government is trying to push through, deputies have not given in, but the Kremlin has vowed to carry on even so.

But, while they are unlikely to have much immediate political effect, yesterday's events were a revealing gauge of public attitudes to the state sell-offs which are underpinning the country's new economy.

Bruce Clark adds from Washington: The World Bank board was yesterday considering a package of credits to Russia worth nearly \$900m. The package, combined with an \$800m loan for social sector support to be considered later this month, signals a new policy towards Moscow by the development bank, in which larger sums will be lent for broader purposes.

Most World Bank lending to Russia so far has been for specific projects. But Mr James Wolfensohn, the bank's president, said in April it was prepared to lend more than \$6bn to Russia over two years, partly to ease social problems such as unpaid wages, and inadequate housing and medicine.



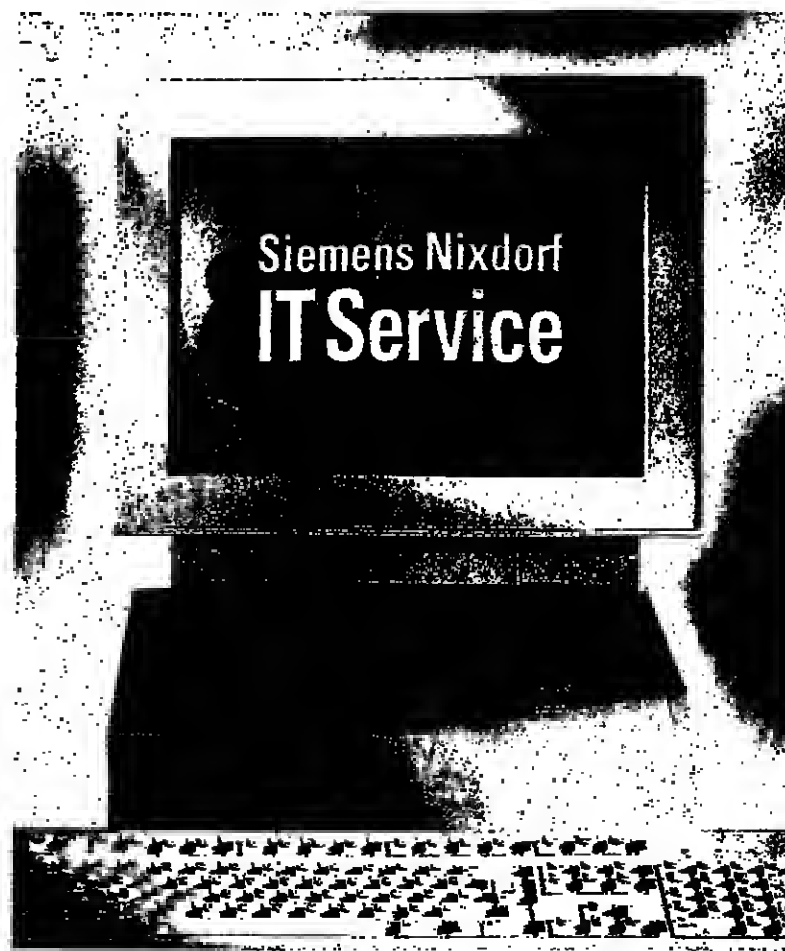
Get the best of the breed...

Individual needs require custom-tailored DP solutions. Which quickly turns your system into a highly complex landscape, whose support places more and more demands on your IT team. Increasingly complicated system structures from multiple vendors make problems difficult to localize, and even troubleshooting them becomes a major effort. Downtime and crashes are the inevitable result. Yet you could avoid all this aggravation.



integrate with IT Service...

Put the responsibility in the hands of a competent service partner. Acting as a general contractor, the specialists from Siemens Nixdorf IT Service offer complete single-source support for your IT systems. From individual projects to long-term partnerships. They'll integrate your heterogeneous system components into one powerful system and assure perfect interoperation between components from multiple vendors.



for information technology without the thorns.

So you can concentrate on the challenges of your market and leave the support of your systems and networks to Siemens Nixdorf IT Service. Our specialists have the cross-vendor know-how that's needed to allow you to make optimum use of the resources offered by your custom-tailored IT solution. For more information, simply fax this ad to us at 01344/85 09 07. Don't forget to add your name and address!

<http://www.siemens-nixdorf.com/it/service>

Siemens Nixdorf: User Centered Computing



# Shareholders sue Korean bad loan bank

By John Burton in Seoul

Four former executives of Korea First Bank have been sued for negligence in what is believed to be South Korea's first shareholder lawsuit.

The lawsuit concerned \$1.2bn in loans that Korea First had made to the Hanbo steel group, which went bankrupt in January under nearly \$6bn in debts.

Two former presidents of the bank, who were mentioned in the lawsuit, were convicted this week for accepting bribes from Hanbo in return for the loans.

Negligence claimed over lending to failed Hanbo steel group

As the main creditor for Hanbo and Sammi - another steel group that went bankrupt recently - Korea First is expected to report losses of \$300m in 1997, according to SBC Warburg Securities in Seoul.

Analysts predict that the bank, which was one of Korea's most profitable a few years ago, will continue to suffer losses for several years because of problem loans to steel and construction companies that went bankrupt.

A group of minority shareholders, representing a 0.5 per cent stake in Korea First, filed the lawsuit with the aid of a civic organisation. The lawsuit demands that the former bank executives pay an indemnity of \$1m to Korea First over the Hanbo loans. "We just want bank management, who ignored minority shareholders and dominated the business operation, to accept their responsibilities," said Mr Lee Seung-hee, who arranged the suit on behalf

of the People's Solidarity for Participatory Democracy. Korea First said the suit was premature as the bank might recover the loans if Hanbo was sold to another investor. The bank claims that most of the Hanbo loans are collateralised by the steelmaker's assets.

Recent changes in securities regulations made the lawsuit possible after the threshold for collective action by minority shareholders was lowered to 0.5 per cent from 5 per cent.

The shareholders alleged the four executives played a leading role in the bank's decision to extend the loans without proper credit analysis.

Korea First officials said they felt secure in providing the loans to Hanbo because the steelmaker enjoyed the support of the state-run Korea Development Bank, which is involved in government-approved industrial projects.

The Hanbo founder was convicted this week of brib-

ing officials to gain government financial support for a project to build Korea's second biggest steel mill, which eventually led to the group's collapse.

To cope with its bad debts and correct an image of lax management, Korea First recently announced a restructuring of its operations, including cutting the number of employees through an early retirement programme and closing unprofitable branches.

It also plans to sell property assets and subsidiaries, including its securities, leasing and savings businesses.

## ASIA-PACIFIC NEWS DIGEST

### Vietnam growth slows sharply

Vietnam's economy is slowing sharply after three years' rapid expansion, and the government's growth target of 9 per cent this year is likely to be missed by a wide margin, economists and bankers said yesterday. Record low inflation, a slowdown in imports and stockpiles of steel and cement were partly to blame. A virtual freeze in lending by local and foreign banks, prompted by a recent spate of loan defaults and corruption scandals, was stifling manufacturing, they added.

"It's paralysing the activities of the state-owned companies because they're no longer reliable in the eyes of the banks," Mr Jacques Chevallot, senior Vietnam representative for Société Générale, said. Vietnam achieved a record low inflation rate of 1 per cent in the first five months of this year, the lowest since reforms were launched over a decade ago.

Mr Nguyen Sinh Hung, finance minister, conceded domestic demand had slackened "because of weak rice prices". But he stuck to the official 9 per cent target for gross domestic product growth. A more realistic figure would be 6-7 per cent, Mr Jean-Luc Berlesconi, economist at the United Nations Development Programme, said.

Jeremy Grant, *Hanoi*

### Top Japanese banker arrested

A board director of Dai-ichi Kangyo Bank, one of Japan's largest commercial lenders, was yesterday arrested on suspicion of making illicit payments to a corporate extortionist, in a widening of the latest financial scandal.

Mr Tatsuo Shibuya, head of the bank's general affairs department, which handles shareholders' meetings, was arrested with three other DKB executives. They are among the first bankers to have been held on suspicion of dealing with so-called *sokaiya* gangsters, who demand cash in exchange for undertaking not to cause trouble at annual shareholders' meetings.

The DKB executives are believed to have made payments of up to ¥11.7m (\$100,000) over two years from 1994 to the same gangster-linked property dealer at the heart of the scandal around Nomura Securities, the country's largest stockbroker. Mr Hideo Sakamaki, Nomura's former president, was arrested last week.

William Dawkins, *Tokyo*

### Householder spending declines

Japanese household spending dipped slightly in April, the widely forecast consequence of a rise in sales tax from 3 per cent to 5 per cent at the beginning of the month. In real terms, household spending fell by 1 per cent by comparison with the same month last year to an average of ¥343.345 (\$2,930) per household, the government's management and co-ordination agency announced. In nominal terms, without adjusting for inflation, spending rose by 0.9 per cent on the same basis. This was a strong result and showed that the economic recovery was on track, said Mr Richard Werner, chief economist at Jardine Fleming Securities in Tokyo.

William Dawkins

### Anwar sacks senior official

Malaysia's recently launched drive against corruption yesterday claimed its highest-ranking government official yet. Ms Siti Zaharah Abu Bakar, deputy primary industries minister, was dismissed by Mr Anwar Ibrahim, Malaysia's acting prime minister, in connection with M\$1.8m (US\$716,000) which went missing when she was treasurer of the women's wing of the dominant political party, the United Malays National Organisation.

In a separate development, Mr Lim Keng Yik, primary industries minister, retracted a statement that M\$600m was missing from a fund for the planting of rubber trees. The retraction came after a cabinet meeting at which Mr Anwar had demanded an explanation. He blamed what he called misreporting of his comments by the media.

James Kijne, *Kuala Lumpur*

### Philippine inflation slows

The Philippine inflation rate hit a 10-year low and first quarter exports registered strong growth yesterday, prompting the central bank to cut overnight borrowing and lending rates by 2 percentage points. The inflation rate last month was 4.2 per cent, the lowest level in a decade, as food, beverages and tobacco, which together represent 59 per cent of the index, recorded a monthly decline of 0.6 per cent and a small rise of 1.2 per cent year-on-year. The government should now meet its inflation target of 4 per cent for 1997, recently revised down from 6.5 per cent. W.L. Carr, the stockbroker, yesterday downgraded its full-year forecast from 7.1 to 6.9 per cent.

The National Statistics Office also reported that first quarter exports rose by 23 per cent to \$7.6bn, up from \$6.2bn a year ago, with electronics and components still the top item at \$1.8bn. The garments industry was a distant second but reversed a recent trend of decline with a 6 per cent improvement to \$1.67bn. The US and Japan remained the main markets, accounting for 34 per cent and 16 per cent of total receipts.

Justin Marozzi, *Manila*

Concerns grow that last distribution centre stocks may run out by June 20

## UN steps up N Korea food aid plea

By Peter Montagnon, Asia Editor, in London

United Nations relief agencies yesterday stepped up their campaign to generate assistance for North Korea amid signs that the country's food shortage is becoming critical.

Their new warnings came as a North Korean patrol vessel fired on three South Korean navy ships after it crossed the demarcation line between the two Koreas off the peninsula's west coast.

The incident underlined fears that North Korea might launch an

attack on South Korea in a desperate attempt to rally the country in the face of the growing food shortage. But the government in Seoul took the incident calmly, saying simply that it would raise it with Pyongyang through the military armistice commission.

In New York Ms Catherine Bertini, director of the Rome-based UN World Food Programme, said Pyongyang's last government distribution centres would run out of food on June 20. The safety net, which has provided North Koreans with around 100 grammes of rice a day, would then collapse.

Mr Peter McDermott, a UNICEF official just returned from Pyongyang, said in London that a serious shortage of medicines had also developed which was hampering efforts to treat illness stemming from malnutrition, including diarrhoea, pneumonia and other respiratory diseases.

Mr McDermott disputed suggestions in South Korea that the government in Pyongyang has been exaggerating the problem. He said he had visited an orphanage near Wooton, in Kangwon province, where 60 out of 270 children had died over the past year.

But aid agencies badly need more information to discover how widespread the problem is.

The government had agreed to allow a nationwide nutritional study to be undertaken this summer which should yield quantifiable data, Mr McDermott said.

He said that the government in Pyongyang still appeared to be firmly in control of the North Korean population, though it had relaxed restrictions on individual mobility and was turning a blind eye to individual efforts to barter goods for food.



Malnutrition has caused the hair of this small boy at a government nursery in Tongchon to thin.

## HK's anti-graft chief stakes out territory

Lily Yam is determined to keep 'independent' in the title of the commission she heads

Lily Yam is a tough woman in a tough post. That much was clear this week when, as the new head of Hong Kong's Independent Commission Against Corruption, she insisted the territory's graft-busters should retain the "independent" in the title.

The Basic Law, China's constitution for post-hand-over Hong Kong, speaks only of a Commission Against Corruption. Removing the word, she argued, was not a cosmetic change.

"It has far-reaching consequences. It is an essential word," she said. Mr Tung Chee-hwa, the territory's future leader and a stickler for the letter of the Basic Law, took note. This week he signalled the name would stay unchanged.

A day later, agents from the ICAC swooped on the Hong Kong Standard, the English-language daily newspaper published by Sing Tao Holdings, one of the territory's biggest media groups. The raid and six arrests signalled "business as usual"

for the commission as Hong Kong approaches its return to China at the end of the month.

That business is crucial to a successful transition. "If you ask people what their biggest worries are, corruption is likely to be mentioned," Ms Yam said in an interview. Surveys by the transition project at Baptist University consistently place corruption at the top of public concerns.

These fears are based on the risk that corruption will cross the border along with the transfer of sovereignty. Mr Michael De Golyer, head of the Baptist University project, said they had been fuelled by the imminent replacement of the elected legislature and concerns that accountability and transparency could be eroded under the new administration.

According to Ms Yam, after a sharp rise in 1993 the number of corruption reports have stabilised at about 3,000 per year. Behind the headline figure she saw cause for encouragement,

pointing to a substantial fall in corruption in the public sector. There had also been a steady rise in the number of complainants prepared to identify themselves, she said. In the 1970s, when Ms Yam first joined the ICAC, only 30 per cent were prepared to do so. Now the proportion was 70 per cent. "That is a sign of confidence in the ICAC," said Ms Yam.

Less encouraging is the rise in private sector cases, a rise in corruption reports in the first quarter of this year, and the risk of increased cross-border corruption ranging from smuggling to illegal immigration. According to Ms Yam, the cross-border problem is less serious than might be imagined. Only 25 of the 719 corruption reports in the first quarter concerned such cases. "But this is an area we are watching very closely indeed."

To reduce the threat, co-operation has been stepped up with authorities in neighbouring Guangdong province. The head of the prevention division has

### Hong Kong: holding steady



recently travelled to Guangdong, and mainland officials have come to Hong Kong to take part in "command courses" for investigators. If the ICAC needs to track down a witness in China, then the Guangdong authorities act as a point of contact. Apart from increased co-operation with China, everything else would remain constant, said Ms Yam. The three strategic arms of punishment, prevention and education would stay intact.

She rejected claims that the judiciary would become less independent, which could undermine her power to prosecute. Nor, she said, would anyone be off-limits. "Will I avoid an investigation into particular personalities?" she asked. "My answer is that under the law my duty is to investigate all reports of corruption. I have no discretion."

She listed a series of safeguards to the system, including the operations review committee, which meets every six weeks and which must approve the ending of every investigation. The transfer of sovereignty will be a test of that system and of Ms Yam's mettle. She will, however, find time to go to Peru for an international anti-corruption conference. "I joked that if the renegades wanted a hostage I would be a good target - I look Japanese, and I am rather small," she said. Those renegades might want to think twice.

John Ridding and Peter Montagnon

## China names its man in Hong Kong

By John Ridding in Hong Kong and Tony Walker in Beijing

China yesterday announced the appointment of Mr Ma Yuzhen, a former ambassador to Britain, as head of its foreign affairs office in Hong Kong and its top civilian official in the territory after it returns to Chinese sovereignty on July 1.

Mr Ma's appointment came as a surprise to many in Hong Kong, who had expected Mr Jiang Enzhu, his successor as ambassador to Britain, would take up the post. Mr Ma will join General Liu Zhenwu, head of the People's Liberation Army garrison in Hong Kong, along with the head of the Hong Kong and Macao Affairs Office and the director of the New China News Agency as Beijing's most influential representatives in the territory.

A spokesman for the foreign ministry in Beijing said the new office would be in accordance with the Basic Law, China's constitution for post-colonial Hong Kong. This says Hong Kong will be granted a high degree of autonomy, but China will be responsible for the territory's defence and foreign affairs.

Diplomats in Hong Kong described Mr Ma as affable and formidable, "one of the new breed of Chinese diplomats," one western counterpart said. Mr Ma, 62, gained a reputation as a skilful negotiator while ambassador in London between 1991 and 1995. This period included

Sino-British disputes over Hong Kong's new airport and political reforms introduced by Mr Chris Patten, Hong Kong's governor.

Mr Ma's most recent task was director of the information office of the State Council, or cabinet, a position which gave him vice-minister status and placed him close to China's leadership, including Premier Li Peng. It seems likely his cabinet office post provided a springboard for his promotion.

Indications that Mr Ma was destined for higher office came last month when it emerged he was attending a Communist party school for senior cadres. Before his posting in Britain, Mr Ma was China's consul-general in Los Angeles. He also held diplomatic posts in Ghana and Burma.

The Hong Kong government welcomed the news. "The community will be glad the appointment of Mr Ma has been announced," a statement said. "Hong Kong people will no doubt be interested to hear more details of the establishment of this new office, including the size of its staff and its functions."

China has released Bao Ge, a Shanghai dissident, held without trial for three years. News of his release came a day after the eighth anniversary of the June 4 massacre of pro-democracy activists in central Beijing's Tiananmen Square.

Mr Bao's family said he had been released on Wednesday, but had been warned not to talk about it.

### GOVERNMENT OF PAKISTAN

#### PRIVATISATION COMMISSION REQUIRES A FINANCIAL ADVISOR FOR THE PRIVATISATION OF NATIONAL INVESTMENT TRUST

Government of Pakistan intends to privatise National Investment Trust ("NIT"). A Financial Advisor ("FA") is to be appointed to assist the Government in this process. The Financial Advisor shall amongst other things be responsible for studying the legal & financial structure of NIT as well as the domestic regulatory framework in order to develop the privatisation strategy.

The FA's other responsibilities shall include, but will not be limited to, performing all activities leading up to the sale of strategic share holding and the transfer of management control to a strategic investor. The FA will conduct a detailed review of the present operations of NIT, making recommendations on what percentage of shares should form a strategic stake, study Pakistan's capital markets, carry out financial valuation, structure and promote the proposed sale, negotiate and execute the transaction and conduct appropriate post sale activities.

Expressions of Interest ("EOI") are invited from reputed investment banks, brokerage houses, management consultants and business houses & groups offering financial advisory services. EOI should include a brief profile of the Institutions/Group and a bank draft favouring "Privatisation Commission, Government of Pakistan" of Pak Rs. 50,000/- on account of non refundable processing fee. Detailed Terms of Reference for the assignment will be provided to the parties submitting their EOI.

EOI duly marked "Financial Advisory Services for NIT" should reach the Privatisation Commission at the following address latest by 3 p.m. (PST) on June 21, 1997.

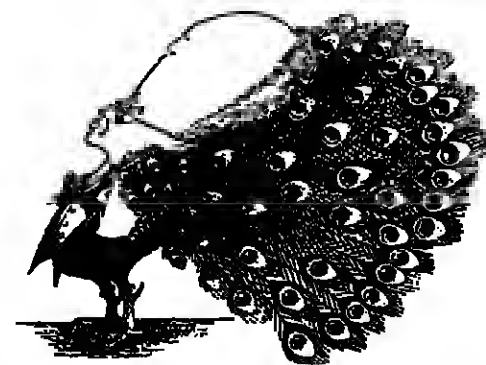


**NIT**



Ahmad Waqar  
Joint Secretary  
Privatisation Commission - Government of Pakistan  
5 - A, Constitution Avenue,  
Islamabad - Pakistan  
Tel: (9251) 9203881/9205146  
Fax: (9251) 9203076

### Unbridled ambition can cause managers to make strategic errors...



...whilst other, more clear-headed ones prefer a strategic business address at Portes de Paris

The town of Montreuil, the 3rd largest conurbation in the Paris region and situated at Portes de Paris, offers all the advantages of a capital city. Only 10 minutes from the centre of Paris and 30 minutes from Roissy-Charles de Gaulle international airport, Montreuil's strategic and somewhat privileged position has lent it standing as a dynamic location.

Montreuil, the city of engineering which boasts more than 2,500 companies, including KVAERNER-SOFRESO, is developing a service aimed at international economic co-operation to facilitate corporate set-ups in the region and export campaigns.

Setting-up in Montreuil means taking advantage of the capital's economic benefits without suffering the inconveniences of a great metropolis like Paris.



Montreuil Town Hall / France  
Contact & Information  
Tel. 33 1 48 70 66 35  
Fax 33 1 48 70 66 09



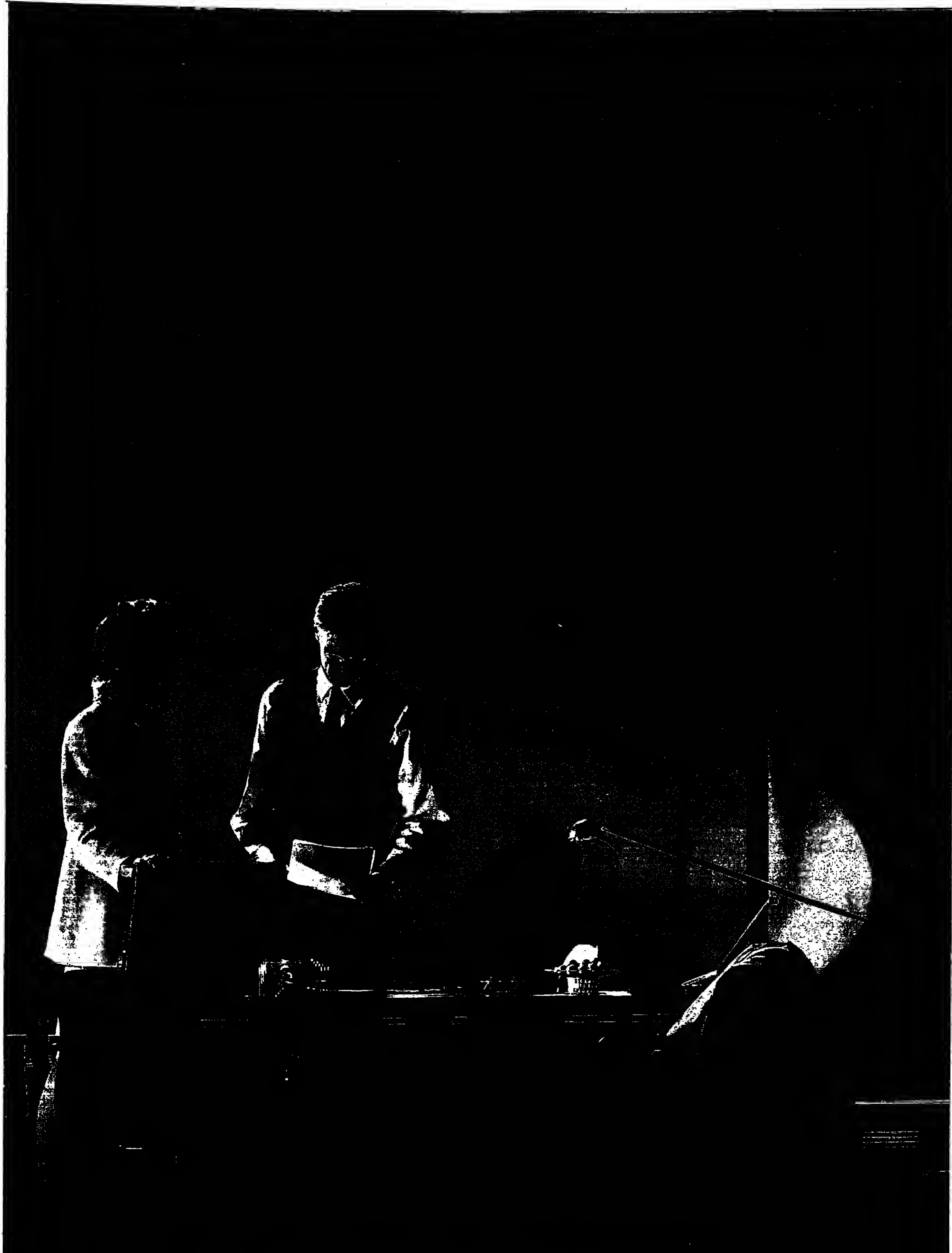
nam growth  
is sharply

market after

older spending decs

books with office

low inflation



There are many reasons for flying Business Class with Iberia.

Dedicated desks make check-in quick and easy. Priority boarding and disembarkation. A variety of menus to choose from on board. Wider seats with no more than two customers seated together

for your pleasure mean you travel in comfort and arrive relaxed.

All this, plus an excellent frequent flyer programme, make Iberia's Business Class the only choice to Spain.

**IBERIA**

**Business**  
Class

For more information, see your travel agent or call your nearest Iberia Office.



## NEWS: WORLD TRADE

## Royalties collectors want European network

By Alice Rawsthorn

The UK and Dutch societies responsible for collecting royalties on behalf of composers, publishers and performers of music are formulating plans to establish a pan-European network.

Senior executives from the Performing Rights Society (PRS) and the Mechanical Copyright Protection Society (MCPS), which represent the UK's music publishers and composers, and Stema and Buma, their Dutch counterparts, are discussing the feasibility of launching such a network at a meeting in Amsterdam today.

The four societies recently agreed to join forces by forming an operational alliance. They hope to thrash out final details of their alliance at the meeting, and to map out a strategy for extending it to other European countries. The proposals come at a turbulent time for Europe's collection societies, when collection deals for several large music publishers - including Warner Chappell, EMI and Sony - are coming up for renewal.

Regarded as one of the more intricate and secure areas of the music industry, the collection sector has traditionally been fragmented, with different societies taking responsibility for various aspects of the music business in each country.

In the UK, for instance, the PRS has collected royalties for composers or publishers when their work was performed or broadcast, while the MCPS has collected them if the music was recorded or sold as a recording. Buma has fulfilled the PRS's role in the Netherlands, and Stema that of MCPS.

Record companies and artists have complained that such arrangements were unwieldy, and criticised the collection societies for having unjustifiably high overheads and taking too long to distribute royalties.

Buma and Stema responded by forming an operational alliance, whereby they remain independent but pool resources when necessary and are run by the same management body. PRS and MCPS are in the final stage of implementing a similar accord in the UK.

The four societies have agreed in principle to form an Anglo-Dutch alliance, and at today's meeting will decide how to bring in other national collection societies.

Mr John Hutchinson, chief executive of PRS and MCPS, said the national alliances had already promised to "reduce costs and speed up payment", and that the formation of a pan-European network should accelerate that process.

Cost and speed were key considerations for PolyGram last year when it became the first of Europe's large music publishers to renegotiate its collection deal. PolyGram clinched an accord with MCPS, which triggered a bitter row with rival European societies.

## Moral crusaders attack China's trade status

By Patti Waldmeir in Washington

"How would it feel to have your menstrual period tracked on a chart where you work, to ensure you do not become pregnant without permission? How would it feel to be pinned to a table while doctors inject formaldehyde into your baby's brain to cause her death?"

This is trade lobbying taken to new heights. With the above mailing to members, the Family Research Council, a US Christian conservative lobby group, launched

its crusade against White House plans to renew Most Favoured Nation (MFN) trading status for China.

The mailing exhorts members to pray for higher tariffs, as a means to moral ends. Mr Gary Bauer, the council's president, has brought his crusade - against forced abortions, religious persecution, and "slave" labour in Chinese prisons - to millions of conservative listeners through the nationwide network of rightwing talk radio. (The American television network has refused to air the Council's adverts; Mr

Bauer blames the large corporations which control them, and have interests in China.)

This week, on the anniversary of the Tiananmen Square massacre, the council showed journalists film footage of clandestine baptisms and illegal "house church" meetings spirited out of China by American missionaries. They also told of their own attempts to influence trade with China, by smuggling bibles to Beijing. Chinese Catholics persecuted for their faith told stories of hiding communion wafers behind portraits of

Mao, in Chinese prisons. Academics testified that religious persecution was worse than at any time since the Cultural Revolution.

In a country founded in flight from the persecution of the faith, this was powerful stuff. Mr Bauer speaks to the missionary element in the American soul - to the moral passions choked off by the demise of the Evil Empire and the end of the Cold War. He probably also speaks to an amorphous American fear of a giant "yellow peril" of the future.

He has been joined by an

unlikely alliance of MFN opponents, from the House minority leader, Mr Dick Gephardt - who recently denounced the Clinton administration for what he called "constructive engagement with slave labour" - to the big union federation, the AFL-CIO.

Populists in both the Democratic and the Republican party have found a cause which unites them: fighting MFN, either on human rights, or economic grounds. The unions fear cheap Chinese labour will undermine US jobs, religious conservatives abhor the one-child pol-

icy and church repression, and Mr Gephardt sees fertile ground for his campaign for the Democratic presidential nomination in 2000.

They dismiss the Administration's contention that opening up trade will stimulate both American and Chinese jobs, and Chinese freedoms. "Trickle-down has not worked in economics and it will not work in human rights," says Mr Gephardt. He argues that a foreign policy based on "engagement" with China violates not only American values, but US national interests.

This extraordinary left-

right coalition against China is unlikely to achieve its stated goal: to deny Beijing the trading status accorded by Washington to most other nations apart from rogue states such as Iraq or Libya. Opponents may be able to vote MFN down in Congress, but the president would simply veto the move. And MFN's opponents are unlikely to muster a veto override.

But even a vote against MFN could seriously damage what could be America's most important bilateral relationship of the 21st century.

Nafta accord has failed to counter environmental destruction on the border

## Hazardous trades bring pollution and health fears down Mexico way

NAFTA



Brownsville, Texas, which is lined with some of the most hazardous industries known to man.

A long, corrugated-iron shack, now rusting with neglect, was once a lead smelter owned by Asarco, the US metals group. Behind it is a pesticide plant owned by a company based in Illinois. Further down the row, subsidiaries of US multinationals produce fertilisers, wood hardeners, and more insecticides.

These and other maquiladoras, Mexico's tax-exempt manufacturing plants, were sued in 1992 by a group of Brownsville families whose children were still-born with the rare condition known as anencephaly: deformed skulls with no brain.

The families blamed airborne pollution from Matamoros factories and, in an out-of-court settlement last year, they accepted compensation believed to have been in the region of \$25m.

At the end of Chemical Row, looming over the flat landscape of the Rio Grande valley, is Quimica Fluor, a joint venture between EIDu Pont de Nemours and Mr Carlos Slim, Mexico's telecommunications magnate, which makes sulphuric and hydrofluoric acid.

Quimica Fluor and Asarco have become the subject of a new legal battle in the US, this time brought by Mexican families whose children were born with deformities. For many years Quimica Fluor compensated neighbouring sorghum farmers for their withered crops, but the payments stopped in 1988, when a government decree created an "indemnity buffer zone" around the plant. The farmers, however, continue to live and work on heavily contaminated ground.

The North American Free Trade Agreement, which Mexico joined in January 1994, was meant to address the environmental degradation of the 2,000-mile Mexico-US border. Nafta's proponents argued that lower tariffs would eliminate the tax advantages of the



Mexican industry: pollution problems have affected both sides of the frontier

On July 1 the Clinton administration presents its report on Nafta's first three years amid fierce debate between the champions of free trade and those who fear US jobs are being lost to Mexico's low wage, low pollution-control economy. In a series of articles we analyse the issues.

border maquiladora industry and promote industrialisation further inland.

However, industrial growth on the Mexican side of the border has, if anything, accelerated. Devolution of the peso in December 1994 lowered manufacturing wages in Mexico to a tenth of those in the US, further encouraging US companies to relocate their assembly operations. Since then maquiladora employment on the border has surged by 50 per cent to almost 665,000. Shanty towns have sprouted around hastily built industrial parks, water is scarce, and drainage and sewerage are non-existent.

Although US companies will not admit it, another reason for locating in Mexico is the weak enforcement of environmental laws. Matamoros, with more than 100 maquiladoras, has only three government health and safety inspectors, who normally give advance warning of factory visits. Air quality and industrial effluents are tested only once a year.

The unfettered growth along the border and the perceived loss of US jobs to Mexico's maquiladoras have alarmed US congressmen and environmental groups.

Senator Richard Gephardt, who visited the border earlier this year, wrote to fellow Democrats saying: "We saw 21st century technology combined with 19th century living and working conditions."

"We drove by industrial parks where companies continue to dump their toxic wastes at night into rivers. We saw furniture plants using highly toxic solvents and finishes that once operated in California and throughout the US, and which had moved to Mexico because of lax environmental enforcement."

Last month a group of women from the Philips Electronics Airplex plant in Matamoros gathered at a church hall to discuss their health concerns following the death of one of their colleagues, Mrs Ana Maria Sanchez, who was 38.

The company, which

ordered the autopsy, told employees she had died of a heart attack, but doubts remain.

"The women assemble electronic components with soldering wire which contains lead, and lead fumes are a known cause of brain haemorrhages," says Mr Domingo Gonzalez, an environmental activist with the Texas Centre for Policy Studies.

One after another the women at the meeting rose to complain of severe headaches, high blood pressure and eye infections. The stench at the plant was sometimes unbearable, they said. They suspected that air extractors were not working properly, but their complaints had gone unheeded.

Mr Tarek Halder, Airplex's general manager in Matamoros, expressed surprise when told of his employees' concerns. Air filters were checked on a weekly basis, he said, and protective masks were available on request. "We have never had a known case of lead poison-

ing, and we employ a doctor on site to attend to any medical problems the women may have."

Following increased scrutiny by US environmental groups and the growing threat of litigation, some maquiladoras have installed water treatment plants and better air filtering systems. But these remain the exception among the 2,000 on the border.

The US Environmental Protection Agency has also launched a computerised tracking system to monitor hazardous materials employed by US-owned maquiladoras, which by law must be transported back to the US for proper disposal.

"Before 'Haztraks', we didn't have a clue about who was generating toxic waste, how much of it existed, or where it was going," says Mr Joseph Schultes of the EPA in Dallas. "Now we can correlate shipments from the cradle to the grave."

The border's soaring health and environmental problems, however, appear to have overwhelmed authorities in both countries.

An \$8bn border clean-up plan, promised by President Bill Clinton in 1993 to win over environmentalists to the Nafta cause, has been slow to materialise.

Two binational entities set up to promote border infrastructure development - the Border Environment Co-operation Commission and the North American Development Bank - have experienced teething problems. To date Naftabank has approved financing for only four small projects.

Mexico's commitment to the joint programme, meanwhile, has dwindled with its economic crisis. Investment in basic sanitation fell from \$235m in 1994 to \$24m in 1995 and \$55m last year, according to environment ministry estimates.

Former Nafta supporters such as Sen Gephardt believe the treaty "simply isn't working". The clean-up of the border has not occurred. The health of border residents has deteriorated. Nafta does not have the power to oblige Mexico to enforce its environmental laws. But the southward migration of US manufacturing plants continues apace.

Leslie Crawford

## WORLD TRADE NEWS DIGEST

## EU's legal line on Boeing tie

The European Commission will consider the merger between Boeing and McDonnell Douglas on the legal merits of the case, with no consideration of the broader implications for US-EU trade relations, a senior EU official said yesterday. There have been fears of a bitter transatlantic dispute if the EU declares the merger illegal and the US Federal Trade Commission clears it. Mr Alexander Schaub, who heads the EU's competition directorate, said Brussels would "scrutinise this merger under strictly legal terms" and added: "We are not prepared to politicise (the case) or take account of trade considerations within the framework of merger review." He insisted that the Commission's review of the merger did not amount to an "extraterritorial" application of the EU competition laws.

Bruce Clark, Washington

## Australia unveils tariff plan

Australia's federal government said yesterday it would freeze tariffs on imported cars at 15 per cent in the year 2000, and hold that level for five years. The tariff would then drop to 10 per cent, with a further review to decide what regime should apply after that. The decision is a victory for the four carmakers - Ford, Holden, Mitsubishi and Toyota - which claimed the industry might no longer be viable if tariffs continued to fall beyond 2000.

The tariff is 22.5 per cent now, but is due to drop steadily until the end of the decade. It has already fallen from 57.5 per cent a decade ago, allowing imported models to take more of the Australian market. Imports now account for more than 50 per cent of car sales.

The local motor industry had argued that if domestic car production wound down, the component industry could also find itself in an unsustainable position. The Australian car market is small in global terms and has shown little growth in recent years. Mr John Howard, prime minister, denied he had "caved in" to the industry in the new conservative coalition's first major decision on a "free trade" issue. The decision is still compatible with Australia's commitment under the "free-trade" agreement of the Asia-Pacific Economic Co-operation (APEC) forum. This requires industrial countries in the region to move to free trade by 2010.

Nikki Tait, Sydney

## US warns on financial services

US trade officials said yesterday they were encouraged by World Trade Organisation talks this week on liberalising financial services, but warned that a successful conclusion depended on good market-opening offers from developing countries.

Washington refused to join an international financial services pact in July 1996 because offers from these countries were judged inadequate for the US to open its own banking, insurance and securities markets to all corners, as WTO rules require. "For this negotiation to be successful we need to see significantly improved offers... specifically from the key emerging markets in Latin America and Asia," a US official said. The 50-plus nations taking part in the talks have spent this week exchanging market-opening requests. Offers are due by July 14. The leading trading nations - the US, European Union, Japan and Canada - have pledged to have offers in by then but some developing countries say they will not make offers until September.

Frances Williams, Geneva

## Building groups' tracks merge

Desquenne et Giral of France and Amey, the UK construction group, are to work together to pursue work in the growing international market for rail-track laying.

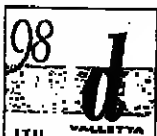
Desquenne is the lead contractor in a joint venture renewing about 200km of track a year for SNCF, the French state railway. Amey is heavily involved in building and operating privately financed infrastructure projects in the UK. Last year it bought the former maintenance unit of British Rail's western region.

Andrew Taylor, Construction Correspondent

# Now you can capture your global audience in one place.

Over 1000 top decision makers in the telecoms industry from across the globe will be convening in Malta next year for one of the largest telecom events of this century. Just the right place to make your message heard.

Interested? Please contact us for an informal discussion on the marketing opportunities available on tel+356 356 356 or e-mail us at wtdc98@malta.net.



ITU World Telecommunication Development Conference  
Malta, 23 March - 1 April 1998



<http://www.telemalta.com/wtdc98>

## GENERAL PROCUREMENT NOTICE

PROCUREMENT OF PRODUCTS AND SERVICES  
UNDER JAPANESE GRANT AID  
FOR ECONOMIC STRUCTURAL ADJUSTMENT OF  
THE GOVERNMENT OF MONGOLIA 1996

The Government of Mongolia has received a Grant Aid of 2 billion Yen from the Government of Japan to purchase products and services necessary for public bodies and private sector companies of Mongolia.

Categories of products are:

- ☐ Petroleum products
- ☐ Genuine Spare Parts for KOMATSU Dump Truck and Bulldozer
- ☐ Fabrics

All countries are eligible as supply source countries except Mongolia.

Firms or companies who are interested in supplying product(s) as mentioned above should submit to JAPAN INTERNATIONAL COOPERATION SYSTEM (JICS) the following information:

Name and address of applying firms or companies, name(s) of person(s) in charge, telephone and facsimile number.

The above information is acceptable BY FACSIMILE ONLY. By return, JICS would send a FORM OF APPLICATION by facsimile, which is to be filled and sent back with required documents attached (e.g. annual report) by registered air mail and/or international courier service etc. Those firms or companies who have submitted FORM OF APPLICATION shall be registered for pre-qualification (P/Q) as mentioned in Appendix of FORM OF APPLICATION. P/Q for each procurement will be envisaged one by one in accordance with the contents of submitted FORM OF APPLICATION. P/Q will commence after 3 weeks from this publication as soon as necessary preparation is arranged. Criteria of P/Q shall be finalized by respective procurements, depending on procurement conditions such as its nature, scale, delivery period, etc. It should be noted, however, that JICS is not committed to contact ALL firms or companies expressing their interest after submitting FORM OF APPLICATION.

Invitations to tenders to qualified firms or companies will be issued in due time.

Procurement Office for Non-Project Grant Aid,  
Grant Aid Management Dept.,  
JAPAN INTERNATIONAL COOPERATION SYSTEM  
5th floor, Shinjuku Sanshin Bldg.,  
4-9, Yoyogi 2-chome, Shibuya-ku, Tokyo 151, JAPAN  
TEL: 81-3-5352-5981 through 5988  
FAX: 81-3-5352-5994



THE CRANS MONTANA FORUM  
Switzerland - 50th yearly meeting  
The Foundation enjoys the Consultative Status to the Council of Europe  
1997, JUNE 25 to 29

## THE MOROCCAN PRIVATISATION PROCESS!

The Crans Montana Forum offers an exclusive business meeting at the highest level around Mr Abdelatif Filali, Prime Minister of Morocco, Top Ministers of his Government and key decision makers. All issues related to the privatisations in Morocco will be studied: financial sector, ports, airports, motorways, energy, infrastructures, telecom, tourism, foreign investment etc.

The Crans Montana Forum is the only Forum with a strictly limited access where you can really meet governmental representatives, officials and decision makers (including International Organisations).

Apart from the traditional participation of Europe - Western, Central and Eastern - Central Asia and the South Mediterranean - over 60 countries represented - the 1997 Forum welcomes also top level delegations from Egypt, Estonia, Kirghistan, Lebanon, South Africa, Turkey, and Caucasus States (focus on transport & supply of energy).

Information and Registration: phone (+41 22) 791 70 40, fax (+41 22) 791 70 41 e-Mail: [info@crans.ch](mailto:info@crans.ch)







## NEWS: THE AMERICAS

# Cardoso can stand again as president

By Geoff Dyer in São Paulo

Brazil's President Fernando Henrique Cardoso effectively became a candidate for next year's presidential elections yesterday after Congress passed a constitutional amendment allowing him to become the first president in the country's history to stand for re-election.

In the last of four votes in Congress needed to approve the amendment, the 81-member Senate voted 62-14 in favour of the bill, which also permits sitting state governors and mayors to stand again.

The government will now try to use the passage of the re-election amendment to regain political momentum and push through several other important reforms stalled in Congress.

The president's office yesterday maintained he was not yet officially a candidate for the elections next October, but Mr Cardoso's party, the PSDB, wasted no time in launching his campaign. "He is the best name in the PSDB," said Mr Aécio Neves, leader of the party in the lower house.

Government leaders said the next challenge was to secure approval in Congress of constitutional reforms to the civil service and social security systems seen as vital steps in reducing Brazil's large budget deficit. Economists have warned that failure to alleviate the fiscal burden could undermine the country's new-found economic stability.

A strong sense of optimism about the reforms has all but evaporated amid fighting among the parties of the government coalition over the past two months.

Political analysts cautioned that the passage of the re-election bill would not dramatically change the atmosphere in Congress.

The privatisation of cellular telephone services in Brazil has started with the sale of a concession in the centre-west of the country to a consortium including Bell Canada for \$433.5m (\$316m), writes Geoff Dyer.

The concession is one of 10 so-called "Band-B" areas the government has put up for sale in a process expected to raise about \$2bn. The centre-west area was announced first as there was only one bidder.

The members of the consortium, called Americal, are Bell Canada, Telesystem International, also of Canada, Citicorp, Opportunity Asset Management, a Brazilian fund manager, and several Brazilian pension funds. They paid a 25.4 per cent premium over the minimum price for the concession which covers the capital Brasília and the largely rural states of Goiás, Tocantins, Mato Grosso, Mato Grosso do Sul, Rondônia and Acre.

The communications ministry also announced that five of the 15 consortia bidding for the Band-B concessions had been disqualified for failing to meet the requirements of the closed envelope auction. The five consortia have a week in which to appeal against the decision.

"This is not like having a vote of confidence in a parliament. Congress has approved the idea of re-election, but not the agenda of the president. Every part will have to be dealt with separately," said Mr Murillo de Aragão of Arko Advice in Brasília.

The government only has six months left to press its reforms before campaigning for the elections begins in earnest at the beginning of next year.

Budget-buster could pay off for all involved, writes Christopher Parkes

# 'Titanic' film crew's ship comes in

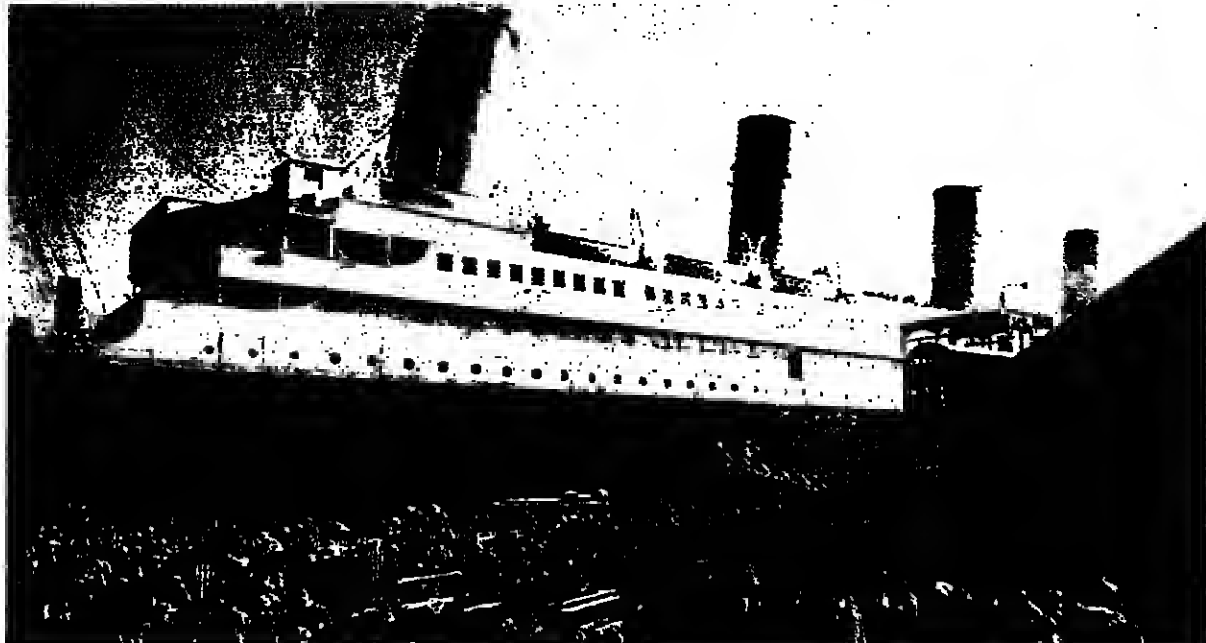
Seven months before it steams into the cinema, *Titanic*, Hollywood's umpteenth project based on the 1912 maritime tragedy, has already entered the annals of film legend.

Among the industry's hourly-paid carpenters, caterers, electricians and lighting engineers, the \$200m-plus project is revered as the job that outdid Universal's *Waterworld*, the last film to catch the headlines as the most expensive ever.

That \$170m effort, which did little better than break even, is informally known on the lower decks as "Walworld" because of the big rewards. For those who labour and do not count the cost - only their overtime, bonuses and tax-free per diem subsistence pay of \$50 and up - the protracted production of *Titanic* has also paid off well.

Shooting over-runs, which stretched filming from the budgeted four months to six, and working days from the customary 12-18 hours, consumed holidays and weekends and often tripled the basic hourly rates of between \$9 and \$40 paid to the grips who hammer and nail, and the gaffers who keep the lights on.

For co-backers, Paramount Pictures and 20th Century Fox, the News Corporation subsidiary, pay-day has been pushed steadily into the uncertain future by the inflation of the film's budget from an initial \$110m to an estimated \$250m by the time it opens in



Scene from the film 'Titanic', for which a four-fifths scale model of the ill-fated liner was built

December, six months late.

The expected total is about five times the cost of the average Hollywood film and three times as expensive as *The Lost World*, the *Jurassic Park* sequel currently chomping up US box office records.

Yet, despite the squalls of outrage from Hollywood's boulevardiers, and an understandable nervous tension pervading Paramount and Fox, film industry rivals take a circumspect, even admiring, view of events.

According to one established producer, *Waterworld* ran over schedule and two times over budget because of fundamental planning flaws

which placed the elaborate floating set at the mercy of unpredictable winds and currents off the coast of Hawaii.

In the case of *Titanic*, "It cost more because it cost more: not because people were foolish or incompetent, but because film has not been done on this scale before."

Another studio executive questions the cost estimates. For example, he says, the *Titanic* budget includes the bill for constructing a new studio complex with four sound stages in Rosarito Beach, Mexico, just south of the border with California.

"It is all written off

against the cost of one film, but Fox will still have a new studio at the end of the day," he adds. The same goes for costumes, and the hydraulics used to tilt and roll the set in the water tank.

On one hand, the construction was necessary because no existing studios had tanks big enough to accommodate the four-fifths scale model of the RMS Titanic demanded by director James Cameron, who made his name as an "event" filmmaker with *Terminator*.

On the other, the expense can be justified by persistent demand for facilities which currently keeps California's

existing studios hooked solid for 18 months in advance.

Yet the prospect of such longer-term benefits does little to mitigate the short-term impact on *Titanic*'s backers of the extravagance which has marked the film in some observers' eyes as an unjustified risk.

With an estimated labour force of 2,400, Cameron had twice as many hands on deck as is customary for a big-budget event production. Half were actually in the film - which boasts three times the usual number of speaking roles - and the rest included crew and facilities providers.

Crews and specialists brought in from England, Mexico, the US and Australia, had to be installed in hotels in locations ranging from Halifax, Nova Scotia, to Mexico, for a shooting schedule which often stretched long into the night. At the height of activity, up to 30 lifeguards were on hand to protect the 100-odd stuntmen floundering for take after take in the studio tank.

Three extra production managers were drafted in to join the battalion of accountants striving valiantly to maintain fiscal discipline.

"They were not up to the task, one producer claimed, because the dynamics of film-making do not allow regular time-keeping. 'When you can spend all day setting up and lighting a shot, and have all your people in costume and character, you don't stop just because it's dinnertime,'" he says.

"And even when production costs start running up over budget, what kind of studio 'soul' is going to come on to the set and pull the plug, when he cannot be sure it's not going to be a blockbuster?"

When Fox and Paramount signed James Cameron as director, they in effect ceded all control to the project's creative leader. "A director given the authority to order executives off the set is not going to be swayed by foot soldiers from the accounts department," he adds.

"When the shooting starts on theatrical productions like these, the director is God."

# Three Bolivian parties in coalition agreement

By Sally Bowen in Lima

The winner of Bolivia's elections, General Hugo Banzer's Acción Democrática Nacionalista party (ADN), has signed a coalition agreement with the parties that came third and fourth to try to secure the presidency for the next five years for the former dictator.

The deal has been struck with

unusual speed and before official results from last Sunday's elections to decide the presidency and the two-chamber congress have been published. The coalition gives a crucial role in the next congress to the Movimiento Izquierda Revolucionaria (MIR) and Unidad Cívica Solidaridad (UCS).

The ruling Movimiento Nacionalista Revolucionario (MNR), which

came second in the poll, has therefore been left out in the cold. However, Mr Jaime Paz Zamora, MIR's leader and a former Bolivian president, and several prominent MIR members, had their US visas formally revoked in late 1995 following a judicial investigation into the use of money from the illicit drugs trade. Their role in the coalition may unsettle foreign investors and

inhibit the granting of US aid.

Mr Gonzalo Sánchez de Lozada, president and MNR party chief, says he is worried MIR participation in a governing coalition could lead to the US exercising its veto power over "the concessional funds Bolivia needs".

"International investors, especially in the US, are already worried at the prospect of an ADN-MIR

alliance which might prejudice the integrity of this revolutionary series of measures we've managed to achieve in democracy and financial stability," he said.

The coalition promises to combat poverty - "giving a social content to the current model". It has also pledged incentives for manufacturing and export and action on corruption and drugs trafficking.

# Mexico ruling party may lose majority

By Leslie Crawford in Mexico City

Mexico's Institutional Revolutionary party (PRI) could lose its absolute majority in Congress following mid-term elections on July 6, according to opinion polls published this week.

A nationwide poll conducted by nine Mexican newspapers found only one in three voters supported the PRI, the party which has ruled Mexico since 1929.

One in four respondents backed the conservative National Action party (PAN), while 17 per cent backed the leftwing Revolutionary Democratic party (PRD).

But with 23 per cent of the electorate still undecided and another month of campaigning ahead, Mr Rafael Ángel Giménez, the chief pollster at Reforma, a leading Mexico City daily, does not rule out a slim PRI victory. According to the election's complex arithmetic, the PRI must win 42.2 per cent of the vote to control the 500-seat chamber of deputies.

"What is certain is that for the first time in a national contest, the PRI's vote will drop below 50 per cent, and that is a tremendous psycho-

logical blow to a party accustomed to absolute power," Mr Giménez said.

Balloting on July 6 will also include the renewal of one-quarter of the Senate, elections for six state governors and the first-ever election of a mayor for Mexico City. Mr Cuauhtémoc Cárdenas, a former presidential candidate and founding member of the PRD, has emerged as front-runner in the mayoral race.

## PRI is under pressure in mid-term poll

Speculation has centred on how President Ernesto Zedillo will govern without a rubber-stamp Congress.

"A Congress in which the PRI does not have an absolute majority would be a nightmare for a government used to imposing its will upon the legislature," says Mr Luis Rubio, director of the research centre for development in Mexico City.

"The government would have to learn how to negotiate. It would be a difficult scenario to manage,

although it might begin to rid our political system of some of the worst abuses of power."

In a campaign largely devoid of burning issues, the PRI appears to be benefiting from Mexico's timid economic recovery and Mr Zedillo's growing popularity, which has nudged above 50 per cent for the first time since he took office 2½ years ago.

The PRI's appeals to nationalism and continuity have been met with opposition campaigns that stress the need for a real change of power after 68 years of uninterrupted PRI rule.

But the PAN and the PRD have weakened their appeal by attacking each other, instead of making common cause against the ruling party.

"Mr Zedillo's popularity is of vital importance to the PRI. By virtue of his authority, he can sway public opinion and reap votes for his party," Mr Giménez says.

Mr Zedillo has been doing just that. Since the start of the year, he has transformed his weekly outings to the provinces into campaign rallies, where he warns against false prophets.

# Talks on Chile bank

By Stephen Fidler, Latin America Editor

Chile's central bank and government are in discussions about an increase in the bank's capital, Mr Pablo Piñera, a central bank director, said in London yesterday.

The bank's capital has been eroding because of losses sustained through foreign exchange market intervention to stem appreciation of the peso. In this process, the bank sells high-yielding pesos in return for dollars, which yield significantly less. Chile's foreign exchange reserves have risen to a record \$17bn.

The bank was seeking capital at the levels of 1990 when the bank assumed independence from the government. Mr Piñera said the autonomy of the central bank would be more secure if its capital were higher.

The aim was to incorporate the capital increase in the 1996 budget law. Chile has been running a fiscal surplus that has more than covered the central bank losses, but the fiscal implications of a capital increase would depend on how it was made and over what period.

# Anti-mafia drive saves \$330m

New York City acts to clean up the city's garbage industry

By Leyla Bouillon in New York

Businesses in New York City have cut over \$330m from the \$1.5bn cost of waste disposal a year, a conference in the city was told yesterday, thanks to an increasingly successful fight against the mafia.

But although the message of Mr Randy Mastro, first deputy mayor of New York City, was that great strides had been made in ridding the garbage industry of mob domination, most speakers said law enforcement had to be accompanied by a revolution in regulation of the industry.

The conference, at which New York law enforcement

authorities shared successes with Italian anti-mafia officials, heard that organised crime bosses from families such as the Gambinos and Genoveses had been at the top of the system which kept prices at "grossly inflated levels". At the bottom, small waste companies paid dues to the mafia in return for "property rights" over their customers.

Customers in turn had been intimidated for the past 40 years by what one speaker described as "mafia thugs knocking at their doors in the middle of the night".

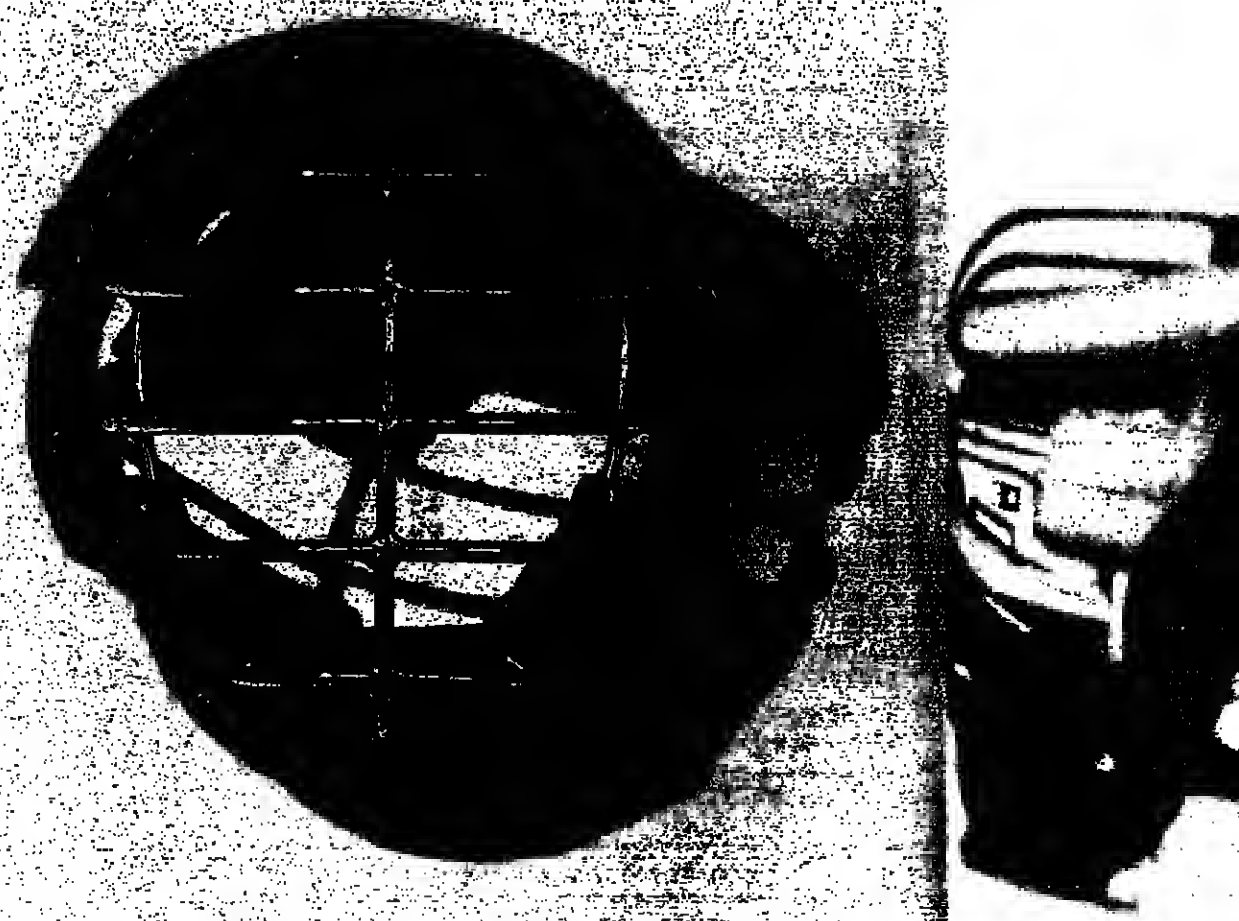
US speakers told their Italian counterparts that individual prosecutions, sting operations involving

undercover agents and wire-tapping were not enough. Mr Zachary Carter, attorney of the Eastern District of New York, said prosecutions were only a "holding operation" until regulation was able to promote true competition in the industry. "We are making significant headway in the elimination of the influence of organised crime but regulations also play a significant role," said Mr Lewis Schilliro, assistant special agent in charge of the FBI's New York office.

Mr Daniel Castleman, chief of investigations at the New York county district attorney's office, said he hoped the city's Waste Trade Commission, a regulatory body set up a year ago,

would "finish the job of ridding the industry of organised crime". Ms Marybeth Richroath, deputy commissioner for enforcement at the commission, said the agency's powers included:

- Handling complaints of intimidation from any customers who had tried to change their waste haulers.
- The right to exclude from the trade any individual with previous criminal or organised crime connections.
- This right to cancel long-term contracts imposed on customers under duress.
- The right to inspect the books of any waste business at will.
- The promotion of competition to force down prices in the waste industry.



The Prototype

Being hit from the side is dangerous—as any martial art will tell you. At BMW we have created a unique Inflatable Tubular Structure for that sole reason. The ITS system provides protection where it's most needed: the head, V

ITS and rear-seat side airbags will be available shortly. For more information visit your local BMW dealer or <http://www.bmw>



## NEWS: UK

## Treasury minister calls on City institutions to assign skilled staff to super-watchdog

# Guidance sought on regulation reform

By John Gapper, Banking Editor

Mrs Helen Liddell, the Treasury minister in charge of regulation in the City of London, yesterday tried to reassure financial institutions about planned reforms. She insisted the government would be guided by the views of practitioners.

Mrs Liddell also said differential levels of regulation would be retained for wholesale and retail business despite the planned amalgamation of banking, securities and fund management regulation.

In a speech in London she appealed for financial institutions to give the Treasury their views on proposed reforms and to assign skilled members of staff on secondment to the enlarged Securities and Investments Board.

Mrs Liddell said that she wanted to move towards regular secondments of experienced staff to the "super-SIB". This has been more common among regulators in the US than in Britain.

Responsibility for banking supervision should transfer to SIB by the end of this year and self-regulatory organisations should

integrate into SIB in 1999 or 2000 after publication of a financial services bill next year.

"We need to take the advice of those who know how the industry works," she said. "If the industry ignores this opportunity to help shape the new regulatory regime, then they will have no one to blame but themselves."

Mrs Liddell said the government was "not in the business of developing an overbearing bureaucracy". It wanted a regulator that was "responsive and flexible" and recognised a varying level of sophistication among investors.

The government was not aiming at "tearing up everything we have, not traumatic change. Rather, building on and improving on the system we have at present, learning from best practice, and from the misjudgments of the past".

She also reassured institutions that the government intended to be open. "No longer will you be faced with deals struck behind closed doors, or a poorly thought out *fait accompli*," she said.

Although few regulators or managers of financial companies have criticised the government's move to amalgamate SROs with SIB,

there has been some concern at the complexity of the task of merging various aspects of supervision.

Mrs Liddell re-emphasised that the government intended to be tough on cases in which individual investors suffered, such as the mis-selling of personal pensions. She described slow progress in this field as being "completely unacceptable".

Mrs Liddell also signalled that the government wanted to see a further move to ensure that senior management was disciplined in cases of serious mistakes or misconduct in their organisations.

## Lottery is again judged world's most efficient

By Raymond Snoddy in London

The UK's National Lottery has been judged the most efficient in the world for the second year running, according to independent research.

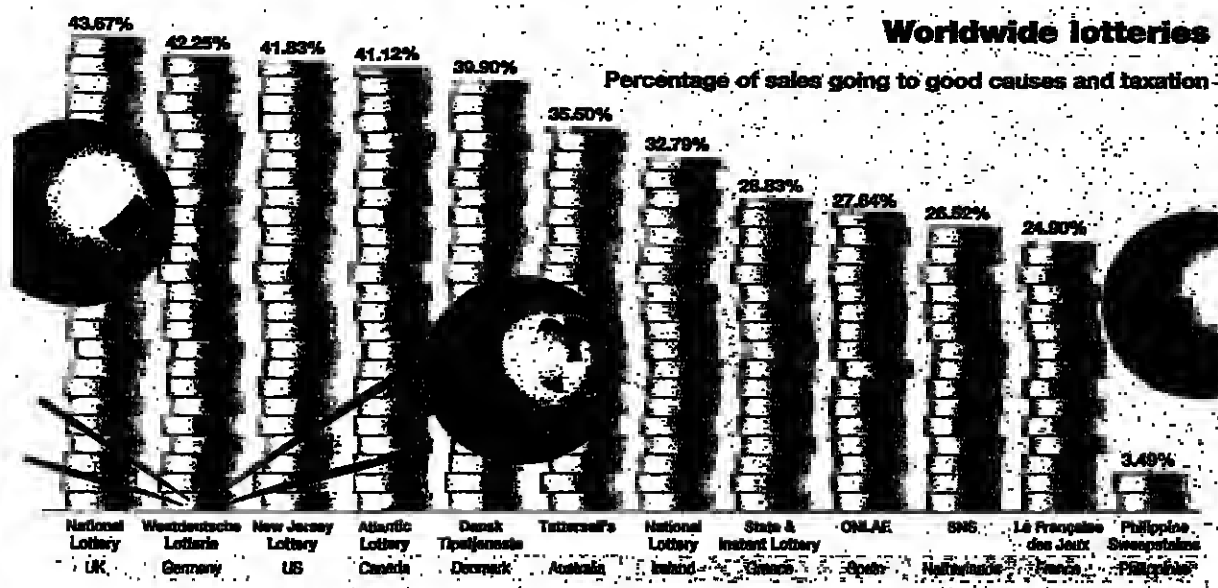
Ms Terri La Fleur, president of TLF publications of Washington, specialists in information about lotteries and gambling, has assembled information on more than 100 lotteries.

The British lottery, apart from being the world's largest, comes first in the important measurement of efficiency, namely the proportion of total revenue

that goes to good causes and to the government in taxation.

The lottery is operated by Camelot, whose members are Cadbury Schweppes, the UK food and drink group; De La Rue, the security printers; Rascal Electronics; ICL, a UK offshoot of Fujitsu; and GTEch, the US lottery equipment supplier.

In 1996 Camelot returned a total of \$3.45bn to government and good causes, 43.67 per cent of sales. Two German lotteries, the Westdeutsche Lotterie and the NWest Lotto, were second and third with 42.25 per cent and 42.22 per cent of sales respectively.



Announcement of the world lottery league tables comes as Camelot faces increasing pressure from the UK government. Camelot has until today to say whether directors will pay

to good causes part, or all, of the controversially large bonuses they were recently awarded.

There were growing signs yesterday that Camelot will decline to instruct its directors

to hand over their bonuses and that resignations will ensue. These could include that of the chairman, Sir George Russell.

The government minister responsible for the lottery has argued that "fat cat" bonuses may damage the public view of the lottery.

Philip Stephens, Page 16  
Lex, Page 18

## Minister issues ultimatum on 'mad cow' safeguards

By Maggie Urry in London

Mr Jack Cunningham, agriculture minister, gave his European counterparts an ultimatum yesterday saying if they did not approve EU-wide safeguards against bovine spongiform encephalopathy - "mad cow disease" - by July 22, the UK would act unilaterally.

"This is no game, no bluff," he said.

Mr Cunningham said that the same stringent controls that the UK now applies to beef should be enforced across the EU. If

they were not, then the UK would ban imports of beef which had not had the "specified risk material" removed. These are parts, such as the brain and spinal cord, which are thought to carry BSE. He said he was acting on advice from the Spongiform Encephalopathy Advisory Committee, the independent group of scientists headed by Professor John Pattison. Seac further recommended that controls should be introduced to safeguard against the theoretical possibility that BSE could have transferred to sheep.

A ban on sheep and goat heads was introduced last summer. Now Seac is recommending removal of the spleen from all sheep and the spinal cord from sheep more than 12 months old. Most of the 18m sheep slaughtered in the UK are under a year.

Mr Cunningham and Prof Pattison stressed that they had no evidence that BSE had transferred to sheep, but said that if it had, it could be hidden by scrapie, the sheep disease from which BSE is thought to have originated.

The moves were welcomed by farmers and the meat industry. The Meat and Livestock Commission said the proposals were a step towards the "level playing field" it had been calling for.

Beef farmers have complained that imports of beef from countries with less strict controls were undermining the UK market and threatening public health. Beef prices have fallen to a 15-year low, while imports have risen sharply in the first few months of this year.

## Business is told to lead push for single market

By David Wighton, Political Correspondent

Business must take the lead in the drive to complete the European single market, a report by British business leaders said yesterday.

It concluded that the failure to complete the single market was undermining European competitiveness but business could help generate the political will for a new initiative.

Headed by Lord Sheppard, former chairman of Grand Metropolitan, the group also included Lord Simon, the former chairman of British Petroleum who is now minister for trade and competitiveness in Europe.

Although Lord Simon's name does not appear on the report, it represents a blueprint for fulfilling the government's pledge to complete the single market.

Lord Sheppard, a prominent supporter of the opposition Conservative party, said the report's conclusions were "very much in line" with recent statements from Mr Gordon Brown, the chan-

cellor of the exchequer, and Mrs Margaret Beckett, the chief industry minister.

The report echoes ministers' stress on the promotion of labour market flexibility and focusing Europe on issues other than the single currency.

"The problem has been that the enthusiasm for the single market has been drowned out by the debate over the single currency," said Lord Sheppard.

The report criticises the European Commission and other EU institutions for being too bureaucratic and backward looking. But it says it is up to business to make sure that its voice is heard at all levels.

The study was sponsored by Action Centre for Europe, a pro-European, non-party think-tank. Its key recommendations include: opening up markets such as energy and telecoms; backing moves to eliminate state aid; fast-track investigation of single market rule breaches; revision of public procurement rules and a review of competition policy.

## UK NEWS DIGEST

## Immigration curb is relaxed

The government yesterday scrapped one of Britain's toughest immigration measures, which had previously barred entry to thousands of people married to Britons. Mr Jack Straw, home secretary, abolished the "primary purpose rule" which requires people not of British nationality who are married to UK citizens to prove that the "primary purpose" of the marriage is not simply to win entry to the UK.

"This arbitrary and unfair rule has penalised genuine marriages, divided families and unnecessarily increased administration," said Mr Straw. The abolition, a Labour party election manifesto commitment, will bring immediate benefits to the 840 spouses who were rejected under the rule last year. The UK admitted almost 62,000 immigrants last year.

Mr Straw said the rule had placed a burden on the spouses of British citizens that was not placed on other EU nationals. "It is also very doubtful that this inherently ineffective and unfair rule has worked to filter out those who sought to cheat the system," he added.

Mr Straw also said that work was under way on two related manifesto commitments, the control of unscrupulous immigration advisers and the tightening of the issue of birth certificates.

Liam Halligan

## ■ BARCLAYS BANK

### Staff polled on industrial action

Barclays Bank staff are to vote on whether they are willing to take "sustained industrial action" in a dispute over a proposed salary structure. The banking unions Unifi and Bifu said the proposals would mean that 60 per cent of employees might lose out almost immediately, while almost all the rest could have their pay and pensions frozen after a transition period. Barclays said the scheme was designed to reward good performance, rather than the length of time served.

A strike at Barclays could prove uncomfortable for the government which has asked Mr Martin Taylor, the bank's chief executive, to head its taskforce for reforming the tax and benefit system.

Andrew Bolger

## ■ VALUE ADDED TAX

### EU court switch on outsourcing

The European Court of Justice yesterday reversed the opinion of its advocate-general that banks might have to pay value added tax on outsourced financial services. UK banks were expected to come under pressure to take back in-house services which they had outsourced if the court had backed the original opinion - given in July 1996. Outsourcing has become increasingly popular throughout Europe. "A number of outsourcing arrangements had been put on hold pending the outcome of this case," said Mr Graeme Ross, VAT partner with accountants Ernst & Young in London. The case had been brought by the Danish tax authorities in the case of Sparekassen Data-centre, a data processing company.

Jim Kelly

## ■ CAR SALES

### Gains for VW and Renault

Registrations of new cars during May 1997	May 1997		May 96	
	Volume	Change %	Volume	Change %
Total Market	109,886	2.54	100,000	100.00
UK Produced	62,048	0.87	58,520	3.70
Imports	47,838	4.47	41,480	15.56
Japanese makes	24,575	19.13	14,477	12.56
Ford group	24,575	19.13	14,477	12.56
Fiat	34,574	3.73	32,520	6.32
Jeep	743	26.10	584	27.23
General Motors	23,288	-1.07	13,711	14.21
Vauxhall	21,799	-2.73	12,811	13.51
Saab	1,519	31.08	988	0.70
BMW group	20,325	4.37	19,000	6.42
BMW	4,814	2.71	4,600	4.57
Rolls Royce	15,711	8.84	14,400	8.33
Peugeot group	18,532	-1.51	10,911	11.36
Peugeot	12,774	1.04	7,522	7.53
Citroen	5,758	-6.74	3,389	3.73
Volkswagen group	15,554	1.11	14,400	7.64
Volkswagen	10,632	1.11	10,400	2.12
Audi	2,242	1.11	2,000	12.00
SEAT	988	1.11	900	10.00
Skoda	1,882	1.11	1,700	10.59
Renault	10,948	14.07	6,444	5.79
Renault	7,544	14.07	6,444	5.79
Toyota	5,449	15.30	3,211	2.85
Ford group	7,532	1.11	7,000	7.43
Ford	7,532	1.11	7,000	7.43
Alfa Romeo	1,519	31.08	988	0.70
Volvo	3,153	38.53	1,800	1.57
Mercedes-Benz	1,519	31.08	988	0.70
Mercedes-Benz	1,519	31.08	988	0.70
Honda	4,345	14.58	2,500	2.50
Mazda	1,519	31.08	988	0.70
Korean makes	3,890	4.01	2,222	2.22

1. GM took 60% of State Automobile and has management control. 2. Includes Range Rover, Discovery 3, Vauxhall 70% of shares and has management control. Source: Society of Motor Manufacturers and Traders

### Registrations rise 2.5% in May

Ford, BMW's Rover offshoot and, to a lesser extent, the Vauxhall subsidiary of General Motors saw a continuing decline in their shares of the UK market for new cars last month. Volkswagen and Renault made further inroads. Registrations of new cars increased by 2.5 per cent to 109,886 in May compared with the same month last year, in a marked softening of the fast growth recorded in April. The May figures from the Society of Motor Manufacturers and Traders took the increase in new car sales in the first five months of 1997 to 902,167, 4.9 per cent more than the same period last year. The data confirm that the UK is one of the most buoyant markets in Europe because of strong consumer spending.

Haig Simmonds

## Bank body follows Fed route

By Wolfgang Münchau, Economics Correspondent

The new monetary committee of the Bank of England met for the first time yesterday for a two-day session to determine monetary policy for the next month. As the main executive organ of a soon-to-be independent central bank, it will be one of the most powerful institutions in the country, wielding exclusive control over short-term interest rates.

The committee itself is modelled closely on the open market committee of the Federal Reserve in terms of the way it operates. They both meet once a month for two days, unlike the governing board of the Bundesbank, which meets fortnightly, but then only for one day.

The monetary meetings

The Confederation of British Industry, the biggest UK employers' lobby, yesterday urged the Bank of England to hold fire on interest rates until after next month's Budget, Robert Chote writes. The Bank's newly appointed monetary policy committee will announce its decision on rates at noon today. By a narrow majority, City of London economists expect

are preceded by one-week preparatory sessions among officials, who prepare the participants with forecasts.

The one significant area in which the UK monetary committee differs from its counterparts is the lack of regional representatives. In the UK, the meeting consists almost entirely of professional economists, with academic or professional backgrounds.

them to rise from 6.25 to 6.5 per cent. The latest CBI survey of retailers, released yesterday, showed annual growth in sales volumes falling to its lowest rate for 18 months. "However, the survey indicates that underlying sales remain on a firmly upward track," said Mr Alastair Eperon, chairman of the CBI's distributive trades panel.

In the US and Germany, states send their own representatives, largely people with a political or central banking background.

The committee can determine its own *modus operandi* for communicating with the outside world, but it is expected to adhere to a list of recommendations from Bank staff.

It is envisaged that the committee will release key

decisions at noon on the second day of its meetings, communicating electronically with financial markets and news agencies.

The committee will itself decide whether it wants to draft a statement detailing its decision. The minutes of the meeting will be published six weeks later under the same procedure previously adopted for the monthly monetary meetings between the chancellor of the exchequer and Mr Eddie George, the Bank governor.

One of the most intriguing aspects of the new regime will be the recording of minority opinions, which will make the process more transparent for outside observers. One insider said this could give rise to "bank watchers", similar to the Fed-watchers, whose sole job is to find out what the central bank is going to do next.

side airbag cushions the upper body. And being compact, inflation time is reduced to 1.012 seconds. Time enough for the finest heads at BMW to save yours.



Freude am Fahren



## MANAGEMENT

Viewpoint • Sumantra Ghoshal and Donald Sull

## Loss of faith in managers

The brightest and best no longer aspire to a management career. Why has this happened?



Michael Eisner (left) wins only grudging recognition while Bill Gates is a cult hero

When we asked 140 MBA students at the London Business School to describe their career ambitions, only six aspired to management positions in established corporations.

Most hoped to derive professional satisfaction by constantly broadening and deepening their personal portfolio of skills, and by contributing to society in meaningful ways. As managers in established corporations, they felt, they could neither develop personally nor contribute to social and economic progress.

It is easy for corporate executives to write these students off as arrogant or naive. Easy but dangerous. Managers must confront the reality that the best and the brightest from other professional schools, universities, and technical programmes are not joining established companies.

This inability to attract and retain talented young people is only one symptom of a more profound challenge to managers of large corporations - society has lost faith in them.

The evidence of lost faith is overwhelming. Corporate executives fare poorly in polls of public trust. We admire football players for their multi-million pound contracts, but vilify managers who prosper from performance-based incentives. The best selling Dilbert series argues that management positions exist as places where the least competent employees can do the least harm.

This crisis of faith in management has serious implications, not only for business, but for society as a whole. Unless the tide is turned firms will not replenish their management ranks with talented young people; executives will find themselves increasingly hemmed in by regulations designed to limit

their influence; and managers will lose faith in themselves. These trends could hobble the large businesses that now represent society's main engine of economic progress.

From its beginnings in the 19th century, management has stood out as the ungainly stepchild among the professions. The goal of law is justice, the goal of medicine health. Management, in contrast, lacks a clear ideal. Professionals in other fields may fall short of their lofty goals, but at least they have ideals to fall short of. Some argue that managers create wealth for society, but this goal too easily blurs into personal greed, so losing social legitimacy and inspirational power.

Moreover, few managers of large companies are seen to be generating new economic value. In contrast to entrepreneurs who are lionised for creating wealth and institutions *de novo*, managers of ongoing concerns are viewed as mere rentiers, living off their companies' past legacy like dissolute heirs squandering the family fortune.

Bill Gates became a cult hero by creating Microsoft, while Michael Eisner wins at best grudging recognition for transforming Disney from a tired theme park operation in the US to a global creative powerhouse.

The spate of recent restructuring, layoffs, and divestment has further eroded confidence in managers. Through repeated bouts of restructuring many managers have elevated effi-

ciency to the corporation's highest goal. While they are a necessary means, operational efficiencies rarely succeed as a goal to attract, impress and retain motivated employees.

Moreover, employees in contracting companies see few

attractive opportunities for professional development. Nor, in an age of layoffs and downsizing, do employees trust companies to manage their careers for them.

The first step in reversing this growing crisis of faith is to recognise that corporations and their

managers act as the primary engine of social and economic progress. Progress requires innovative combinations of resources, technologies and knowledge to create new products and services. Innovation requires human will and creati-

ty to impose change on the world.

While individual entrepreneurs often provide the initial creative spark, large organisations are generally necessary to stoke the flame. Apple computers started in a garage, but the Macintosh was produced by an established company, as were the Walkman, synthetic fabrics, and A2T.

Placing societal progress at the heart of the company's vision and purpose is not a public relations gimmick. Rather, the ideal of progress underpins the success of the companies we most admire. The precise vision of progress varies across companies, with different companies aspiring to change the world through technological innovation (Honda, Merck, Sony, 3M), social activism (The Body Shop, Ben & Jerry's), and empowering the underdog (Mary Kay Cosmetics, Ikea, Wal-Mart). These visions of progress infuse organisations with a sense of purpose that allows them to attract, motivate, and retain committed employees.

Inertia is the enemy of progress. Past insights ossify into clichés, processes lapse into routines, and commitments become ties that bind companies to the same course of action. Perhaps the most vital and fulfilling element of a manager's job is to prevent inertia. To seize the promise of the future, managers must constantly overcome the burdens of the past.

A manager's role therefore, is not to toil long and hard to make

the inevitable happen. His or her job is to make happen what otherwise would not happen.

Companies are the repositories of a society's stock of physical, technological, social and human resources. It is these resources that enable companies to create new value. People are the most precious of these. By inspiring ordinary people to produce extraordinary results management drives social and economic progress. Intel has no monopoly on geniuses, nor Canon. What has allowed these companies to constantly create new value - to the benefit of their customers, employees, shareholders and others - is their ability to inspire their people to create and fulfil their own dreams.

While managers in these companies have been passionate about recruiting the best talent they can find, they have been even more obsessive about creating an exciting work environment in which their people could constantly develop their own knowledge and skills.

By aligning corporate purpose with individuals' passions, management facilitates outstanding collective performance and allows people to pursue their own visions and expand their portfolio of capabilities.

Sumantra Ghoshal is Robert J. Bouman professor of strategic leadership at London Business School. Donald Sull is assistant professor of strategic and international management at LBS.

This article is extracted from the new FT Mastering Management service, which comprises the monthly magazines and a dedicated website [www.ftmastering.com](http://www.ftmastering.com). For subscription details including a month's free trial ring (44) 1483 733899.

**1** Krones is the world's largest maker of bottling systems for industries such as brewing. The German company is typical of the leading Mittelstand-type engineering companies studied for this series: it is family-run, in a stable product area, and has devoted resources to building up marketing and technology skills over its 46-year life.

But all these characteristics failed to prevent the company purchasing into difficulties two years ago when profits fell 70 per cent. The company's biggest problem was a lack of management controls at its Brazilian production operation, leading to

write-offs of DM100m (\$59m) over three years. This has been compounded by a switch to non-returnable bottles among many of the company's main customers which has meant changing many products.

Net income slumped to DM13.2m in 1995, from DM42.7m the year before. The company's shares - traded on the Frankfurt stock exchange, even though control remains with the family of Hermann Kronseder, Krones's founder - slumped by more than two-thirds during the year and

have fallen still further since.

In the aftermath, Hermann Kronseder stood down as chairman, and was replaced last year by his son, Volker, an engineer who has worked at Krones since 1981. The Kronseders also wanted fresh management blood and they recruited Hans-Jürgen Thaus, formerly chairman of Schneider Rundfunkwerke, a German technology-based multimedia company specialising in laser display technology.

Thaus, who has a financial background and was previously

with Maho, the German machine tool company, took over in January as Krones's deputy chairman.

**A challenge will be to provide new ideas at the same time as keeping on the right side of the family**

Volker Kronseder points out that most of the company's growth - sales have nearly quadrupled over the past decade to DM1.65bn last year - has been engineering-led with "not enough professionalism" on the side of management and financial controls. This he expects to be provided by Thaus, who says he wants to instil an "economic strategy" that is on the same level as its engineering skills.

A challenge for Thaus will be to provide new ideas at the same time as keeping on the right side of the family members who will continue to run the company - a balancing act that has led to the

demise of more than one outsider who has taken over at the top of such businesses.

Change has meant disinvestment for Netzsach, a privately owned leader in ceramic manufacturing machinery. Last year it took the giant step of selling off its core business, the manufacture of production lines for items such as dinner plates.

Jürgen Schaefer, Netzsach's president, says the action was needed because competition from lower cost rivals meant the business was becoming

increasingly unprofitable. Somewhat more incremental changes have been adopted by Helmut Hermann Thiele, chairman and owner of Knorr-Bremse, company with annual sales of DM1.5bn. His company is the world's biggest maker of rail brakes. His main challenge has been costs. While rail-equipment companies want ever more efficient braking systems, due to competition prices have fallen about a third in two years.

One solution for Thiele has been a massive increase in outsourcing. The company buys parts from low-cost producers eastern Europe as opposed to making the components itself in its plant in high-cost Munich. Such purchases have risen three fold in the past five years.

## BUSINESSES FOR SALE

Clare Bellwood 0171 873 3234

Fax 0171 873 3064

Melanie Miles 0171 873 4874

**Bank of America**



**ETESA**

**INVITATION FOR EXPRESSIONS OF INTEREST IN PURCHASING THE SHARES OF MEL S.A.**

Within the framework of Law 2000/91, the Industrial Reconstruction Organisation (IRO) is contemplating the sale of the shares it owns in MEL, Macedonian Paper Company S.A. ("the Company"). The IRO has also been authorised by the National Bank of Greece S.A. (NBG) a minority shareholder in the Company, to simultaneously negotiate the sale of the shares it owns in the Company. In total, the number of shares offered for sale correspond to a majority holding in the Company. BANK OF AMERICA NT & SA and ETESA S.A. have been jointly appointed advisors to the IRO for the above-mentioned transaction (the Advisors).

MEL was established in 1984, and engages in the production of coated and noncoated solid board of various weights and qualities. The Company's client base consists of small and large scale sheet plants. Its self-owned production facilities are situated 22 km outside the town of Thessaloniki (in Northern Greece). MEL is the largest Greek producer of its kind and controls an estimated 20% of the domestic market in its products. Furthermore, the Company owns significant real estate assets unrelated to its main productive activity. The Company currently employs 186 people. The following table presents key financial information for the past five years:

	(in millions of drachmas)				
	1992	1993	1994	1995	1996
Turnover	2909	2802	3598	5085	4436
Pre-tax results	-25	-64	38	330	9
Total assets	4654	5211	5163	5604	6406
Total own capital	3035	2965	3003	3296	3715

During the pre-sale phase of the sale process, interested parties may obtain an Offering Memorandum prepared by the Advisors, after signing a confidentiality agreement. Potential investors must submit by June 27, 1997, in writing, their expression of interest for the purchase of the Company's shares, which must contain at least the following:

- An indicative price for the purchase of the company's total number of shares.
- An estimation of the number of job positions to be maintained.
- Their plans for the development of the Company.

Interested parties should also include in their expression of interest the additional information they require regarding the evaluation of the Company, and may note any issues which, in their opinion, would affect the submission of binding offers at a later stage.

An invitation to submit binding offers will be published in the press after June 27, 1997 and will include the timetable to be followed hereafter, the terms and conditions applicable for the submission of offers, as well as the criteria with which the offers will be evaluated.

The IRO and the NBG retain the right to declare the procedure null and void in the event that the binding offers finally submitted are deemed to be unsatisfactory.

All parties interested in obtaining the Offering Memorandum or any other relative information should contact the Advisors at the following addresses:

**Bank of America NT & SA**  
Attention: Mr. Y. Bravos  
39 Panepistimiou Street  
105 64 Athens, Greece  
Tel. (301) 3296527 Fax: (301) 3241936

**ETESA S.A.**  
Attention: Mr. G. Koutsoudakis  
14 Amalias Avenue  
102 36 Athens, Greece  
Tel. (301) 3296470 Fax: (301) 3296393

**Manufacturer of Windings and Transformers**

The Joint Administrative Receivers offer for sale the business and assets of Electric Windings Limited, an established winding and transformers manufacturer based in South Essex. The principal features are:

- Established customer base
- Turnover circa £4 million
- Freehold property
- Specialist plant and equipment
- Experienced workforce.

For further details, please contact:  
Helen MacNaughton, Ernst & Young,  
Compass House, 80 Newmarket Road,  
Cambridge CB5 8UZ.

Telephone: 01223 461200.  
Facsimile: 01223 324609.

**ERNST & YOUNG**

The United Kingdom firm of Ernst & Young is a member of Ernst & Young International and is authorised by The Institute of Chartered Accountants in England and Wales to carry on investment business.

**LEGAL NOTICES**

TO WOLFGANG OTTO STOLZENBERG  
of 41 Wilton Crescent, London SW1X 8RX

TAKE NOTICE

1. That the above named person made by the Honorable Mr Justice Rimer on 26th February 1997 and 26th March 1997 and by the Honorable Mr Justice Rimer dated 23rd April 1997 and 26th April 1997 in an action in the Chancery Division of the High Court of Justice of England and Wales entitled *Canada Trust Co. v. Oryx Sales Corp.* and *Q. v. S. v. S.* a copy of which is filed in the Court.

2. That the Plaintiff's contend that you have destroyed and concealed documents and records in the above named action and that you are guilty of contempt of Court.

3. A copy of each Notice of Motion together with the evidence which the Plaintiff's rely upon in support thereof together with a copy of the Writ in the above proceedings have been left at the premises of Knightbridge Secretarial Services, 35 Brompton Road, London SW1; and (b) 41 Wilton Crescent, London SW1X 8RX; and (c) 1 Avenue Emile Acollès, 75007 Paris, France.

AND TAKE NOTICE that by an Order of the Honorable Mr Justice Rimer dated 3rd June 1997 in the same action it was ordered that service of the above Notice of Motion and of the affidavits in support thereof and the Writ by leaving copies of the same in a sealed envelope at the premises of the Plaintiff's at the premises of Knightbridge Secretarial Services, 35 Brompton Road, London SW1; and (b) 41 Wilton Crescent, London SW1X 8RX; and (c) 1 Avenue Emile Acollès, 75007 Paris, France.

NOTICE IS HEREBY GIVEN that the Order of the High Court of Justice (Chancery Division) dated 21 May 1997 confirming the collection of the Share Premium Account of the above named Company from £1,081,782 to £381,782 was registered by the Registrar of Companies on 2 June 1997.

DATED this 6th day of June 1997  
Baker & Co  
1 Gresham Street  
LONDON EC2V 7BS  
Tel: 1187/991640

**MEAT INDUSTRY**

- Independent autonomous subsidiary
- Turnover c £20m
- Current profits over £1m pre-tax
- Consistent performance of achievement and growth
- Excellent customer and supplier relationships

Contact: Box B5285, Financial Times, One Southwark Bridge, London SE1 9RL for initial information including a copy of your latest accounts.

**LEGAL NOTICES**

In the High Court of Justice - No. B5285/1997  
Chancery Division

IN THE MATTER OF FAIRPLACE CONSULTING LIMITED

AND

IN THE MATTER OF THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that the Order of the High Court of Justice (Chancery Division) dated 21 May 1997 confirming the collection of the Share Premium Account of the above named Company from £1,081,782 to £381,782 was registered by the Registrar of Companies on 2 June 1997.

DATED this 6th day of June 1997  
Baker & Co  
1 Gresham Street  
LONDON EC2V 7BS  
Tel: 1187/991640

## CONTRACTS &amp; TENDERS

Marion Wedderburn 0171 873 4874

Fax 0171 873 3064

Melanie Miles 0171 873 4874

**Government of the Republic of Lithuania**  
**Invitation for expression of interest for privatisation**

of two stevedoring companies  
**KLASCO and KLAIPEDOS SMELTĖ**  
and Lithuanian shipping company  
**LISCO**

The Government of Lithuania is intending to privatise:

- KLASCO, the major stevedoring company in the Klaipėda sea-port with cargo turnover above 7 mill. tons;
- KLAIPEDOS SMELTĖ, promising stevedoring company with current turnover of 1 mill. tons;
- LISCO, operator of 35 vessels and number of ferry lines in the Baltic sea.

The Government's objectives with the privatisation of the two stevedoring companies and shipping company are to:

- improve the efficiency of management and operations of the companies;
- strengthen competitiveness and ensure further development of the companies and Klaipėda sea-port as a whole;
- maximise the proceeds of the sale.

It is the Government's intention to engage two qualified Privatisation Advisors (one for stevedoring companies and the second for the shipping company) to prepare and execute privatisation of the companies in a transparent manner to meet the Government's objectives above. Each PA will be responsible for all activities related to preparation and implementation of privatisation transaction for either stevedoring or shipping companies but they will not be allowed to bid in privatisation.

Expressions of interest to act as the Privatisation Advisor to the Government of Lithuania are requested from the firms/consortia that have acted as the Lead Advisor to a government in a sale of stevedoring/sea-transportation enterprises.

Prospective firms/consortia may send their expression of interest by 2:00 p.m. local time, Friday, July 11, 1997 along with relevant and detailed documentation demonstrating their knowledge of stevedoring/sea-transportation business as well as their strength and experience in the region and privatisation deals, to:

LAIMA ANDRIKINIENĖ  
MINISTER OF EUROPEAN AFFAIRS  
Gedimino pr. 56, LT - 2685 Vilnius, Lithuania  
Tel. (370 2) 626 864, 614 439; Fax (370 2) 612 178

The most qualified candidates will be provided with Terms of Reference and other relevant tender documentation to elaborate their proposals to the Government of Lithuania.

NOTE: This Advertisement does not constitute an invitation for potentially interested investors to initiate contacts with the Government of Lithuania.

## BUSINESSES FOR SALE

Appear in the Financial Times on Tuesdays, Fridays and Saturdays. For further information or to advertise in this

section please contact

Melanie Miles Tel: 0171 873 3349

Fax: 0171 873 3064



FINANCIAL TIMES



## FINANCIAL TIMES SURVEY

Friday June 6 1997

## BRISTOL

More pragmatic attitudes on all sides have resulted in partnerships and strategies working for the benefit of the city as a whole. Survey written by Roland Adburgham

## New spirit of co-operation

A climb to the top of the 100 spiral steps of the John Cabot tower in the centre of Bristol gives an all-embracing view of the past, present and future of the regional capital of the west of England.

The setting makes the city one of the most fortunate in England: the Cotswolds lie to the north-east; the distant hills of south Wales to the west; and the Mendip Hills can be just glimpsed to the south. Then, below the tower, is the city's waterfront, once the source of its wealth and now its prime real-estate asset.

From these quaysides, a three-masted replica of Cabot's ship, the Matthew, set sail to Newfoundland last month to recreate his voyage of discovery of 500 years ago. Berthed in a dry dock is Brunel's iron steamship, the SS Great Britain, in its day the world's largest ship.

Imposing red-brick warehouses, once bonded tobacco stores, are a further reminder of the trading past. Adjoining the quays is the post-modern headquarters of Lloyds TSB Bank, symbolising the city's present-day status as a centre of financial services.

The future - or part of it - is also down on the waterfront: 66 acres renamed Harbourside are being transformed into a cultural, entertainment and commercial district to provide Bristol with a much-needed new heart. Harbourside has won £1m of lottery funding for its millennium projects of Science World and Wildscreen World, in a newly-created setting of public spaces.

A decision is imminent on whether the Arts Council will also provide Harbourside with £74m of funding towards a centre for the performing arts. If it does, the city will not only have a world-class concert hall but a landmark building for the 21st century to match its 19th century trademark - Brunel's suspension bridge.

That the Harbourside site lay semi-derelict for two decades illustrates the city's past difficulties in finding a sense of direction. That it is now to be redeveloped with such ambition is a mark of a new spirit in the city.

In part, this reflects confidence about the regional economy - forecasters expect the south-west to continue to be one of the UK's best performing areas. Bristol, the region's economic hub, has recovered well from the recession of the early 1990s. But, more than that, there is optimism that the city has the potential to raise its status within the UK and Europe.

"Bristol has a spring in its step, which it didn't have three or five years ago," says Mr David Marsh, of the Bristol law firm Burges Salmon. Lambert Smith Hampton, a firm of consultant surveyors, comments: "Bristol looks set to become a dominant regional force again."

It is a city which companies and their staff have always found desirable. With a population of 400,000, it could be regarded as an ideal size - big enough to provide worthwhile careers, but with short commuter journeys and an agreeable lifestyle. Many newcomers, though,

found it failed to meet their expectations. It lacks some of the qualities of a leading city, such as top-class sports, entertainment and exhibition facilities. In contrast, its smaller near-neighbour Cardiff is able to host such events as next year's European summit and the 1999 rugby world cup.

Bristol, too, often seemed at odds with itself and suffered from mutual distrust between the Labour-controlled council and Conservative government. The government bypassed the council by funding urban renewal through the now defunct Bristol Development Corporation. Believing the public and private sectors would not work together, the government also rejected bids for City Challenge funding.

Whoever was to blame for this stand-off, it did make civic leaders realise that the city was losing ground. Business leaders formed the Bristol Initiative (since merged with the chamber of commerce) to stimulate action. The council, in turn, became pragmatic. Partnerships were initiated to address the city's needs and aspirations.

Three years ago, as part of a tentative move towards decentralisation, the Government Office for the South West was based in Bristol.

Changed attitudes in the city were acknowledged when English Partnerships, the government's urban regeneration agency, took over the BDC's flagship site of Quay Point, now renamed Temple Quay, and agreed to pump-prime the Harbourside regeneration.



Bristol and its waterfront: Brunel's landmark suspension bridge (in the background) will be matched by a world-class 21st century concert hall if Arts Council funding allows

The millennium projects at Harbourside are being developed under an umbrella partnership called Bristol 2000. In all, the city has formed nearly 20 joint ventures between the public and private sectors. Bristol can claim with some justification that these are setting a model for other cities. Mr John Savage, chief executive of Bristol Chamber of Commerce & Initiative, emphasises that what is important is not the existence of such partnerships, but the fact that they achieve results.

Evidence of this is the Matthew project and last year's festival of the sea, which have promoted the city and encouraged tourism. A further example is the combined efforts to counter the "doughnut" effect, which has threatened to "hollow out" the centre. Traffic, parking and other difficulties caused employers

to relocate to business parks north of the city. In-town retailers also face competition from a regional shopping centre, Cribbs Causeway, due to open next year.

In response, joint steps are being taken to revitalise Broadmead, the city's shopping centre, and strategies are being devised to address other problems. There are signs that the city is once again being seen as a desirable place to be. Bristol & West, the former building society taken over by Bank of Ireland, which had considered moving its headquarters away from the centre, now intends to stay in-town. The population has started to rise.

Mr George Micklewright, leader of the council's Labour group, says: "A degree of confidence has grown up that we can make things happen." Ms Lucy de Groot, the council's chief

executive, agrees: "There's never been a lack of ideas or imagination, but in the past the city has failed to connect ideas with the reality and resources. Now, we have got very focused partnerships."

The council itself has taken on bigger responsibilities, with the abolition last year of Avon county council. The Conservative government replaced Avon and its district councils with four unitary authorities: Bristol, South Gloucestershire, North Somerset, and Bath & North-east Somerset.

Bristol had wanted to extend its historic boundaries to include more of the urban conurbation but that was rejected by the government. This decision raised fears that strategic planning would be hampered. So far, though, there appears a greater willingness to co-operate than in the days of Avon.

Before the reorganisation, the district council to the north of Bristol encouraged almost unbridled development, as if in competition with the city. But Mr Kevin Chidgey, economic development officer of the area's new council, South Gloucestershire, says: "We have to see ourselves as an integral part of the Bristol economy."

Mr Micklewright comments: "There's a growing sense that we have a regional economy and that councils need to work together." The unitary authorities are jointly preparing a plan to achieve sustainable development over the next 15 years.

Like other UK cities, Bristol faces intractable urban problems, such as traffic congestion and housing estates with high unemployment and poor facilities. To avert the creation of a two-tier city - a prosperous layer

and one which is permanently impoverished - radical measures are needed but resources are hard to find.

For the current year, the council cut its budget by £15m to stay within government spending limits. Arguing that it spends less per head than other big English metropolitan areas, the council hopes the Labour government will be sympathetic to more equitable funding.

Whatever the outcome of that, there is agreement on the improved prospects for the city. Mr Mike Henry, president of Bristol Property Agents Association, says: "There really is a tremendously strong feeling of confidence, evidenced by the activity taking place on the ground. Bristol is set fair."

Mr Savage agrees: "I think there is a deep-seated feeling that we are now a city for the 21st century."

SUPERKINGS  
EMBASSY  
JPS  
LAMBERT & BUTLER  
REGAL  
CASTELLA  
ST. BRUNO  
RIZLA  
GOLDEN VIRGINIA

Some names in the City are doing very well.



Leader of the packs.

COMPETING ABROAD,  
GROWING AT HOME

With customers from the world's leading airlines,  
to defence forces,  
Rolls-Royce produces a world beating range of aero engines.

ADVANCED POWER SYSTEMS FOR TOMORROW'S WORLD

**Rolls-Royce**

Rolls-Royce Military Aero Engines Limited, PO Box 3, Filton, Bristol BS12 7CE



## 2 BRISTOL

## INDUSTRY AND REGIONAL ECONOMY

## Well placed for expansion

Unemployment has fallen sharply, investment is strong and the future looks good

In terms of industry, Bristol has never been a one-horse town. The variety of its manufacturing and services has helped to ensure that, if one type of business stumbles, another gains ground.

An obvious example, in the past two decades, is that job losses in traditional mainstays such as cigarette manufacturers and defence suppliers have been balanced by rapid growth in financial services. Even though the recession of the early 1990s took its toll, employment in that sector reached 10 per cent of the workforce by 1995 – a higher proportion than in Leeds or Birmingham.

Unemployment, post-recession, has fallen sharply. In the area of Bristol and the surrounding former county of Avon, there were 25,425 unemployed people in April, 5.1 per cent of the workforce – below the national average and 10,000 people fewer than a year before.

Westac, the area's training and enterprise council, reports concerns about hard-to-fill vacancies and the need to upgrade skills. But it comments: "The economy of the Avon area is well-placed. It has many of the advantages of a regional capital – major employers, higher education institutes and so on. It has a strong representation of key growth sectors and a sound base of export-orientated manufacturing firms."

Next week, on June 11 and 12, Bristol Chamber of Commerce & Initiative and Business Link West – the advisory and support service for companies – are organising a business fair to encourage job creation through networking and local sourcing. The chamber's latest quarterly survey found both manufacturing and service sectors performing well. On investment, it reported, "excellent figures reveal the region's entrepreneurs are demonstrating a very positive view of the future."

Over 40 per cent of the survey's respondents had taken on staff this year. An indication of the tightening labour market is that Office Angels, a recruitment consultancy, says blue-chip companies are recruiting heavily in the secretarial market.

Another sign of a resurgence comes from Osborne Clarke, one of Bristol's leading law firms. It reports that

last year it was involved in business deals valued at £1.3bn, almost four times the figure for the previous year. It was, the firm reports, "a hectic year of activity across the board, from flotations on the Alternative Investment Market and the official list, to management buyouts, mergers and acquisitions."

In financial services, the city is the home to such businesses as Sun Life, Bristol & West, NatWest Life, Lloyds TSB and Hargreaves Lansdown. Mr John Burke, chief executive of Bristol & West, claims: "The area has possibly the largest concentration of financial service expertise outside London."

Mr Tony Mahoney, manager of HSBC Trade Services in Bristol, says his office in the past year has seen a rapid increase in volumes of business. "People like to deal with a regional centre," he says. "If one were based in London, there wouldn't be the same quality of customer relations and one couldn't develop the business in the same way."

Mr David Marsh, of Burges Salmon, a Bristol law firm which has grown in the past 25 years from six partners to 39, makes a similar point. He says regional professional firms can compete not only on cost, compared with London offices, but also on the "partner attention" given to clients. "We export a large proportion of our services outside the region and need a really high quality of staff," he says. "But we have no difficulty in attracting suitable staff – Bristol is a magnet to young people leaving London."

While the city region would welcome more headquarters operations, it does have such companies as Allied Domecq, whose brands include Harvey's Bristol Cream sherry; Imperial Tobacco, post-demerged from Hanson; Somerfield Stores, the supermarket chain; Matthew Clark, the drinks manufacturer; FirstBus, the transport group;

and Strachan & Henshaw, the West-owned specialist in materials handling.

There are strengths in aerospace and advanced engineering, with the plants of British Aerospace and Rolls-Royce, and in media-related industries. The city region has Telewest and Orange, the telecom companies; Division, a virtual reality company; CompuAdd, a PC maker; radio stations GWR and Galaxy; and the European research base of Hewlett Packard, the US computer group.

An innovation launched by Hewlett Packard, with Mail Marketing, a direct mail company, is the Bristol Internet Business Park. Aardman Animations, the Oscar-winning creators of Wallace and Gromit, is one of the local businesses to be found on the web site (<http://bristol.park.co.uk>).

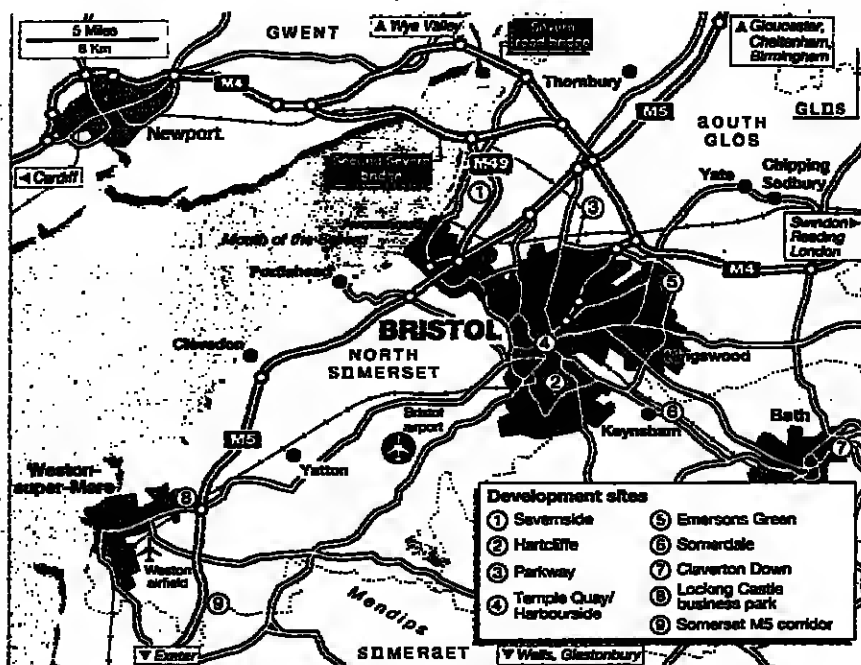
Professor Peter Grippalos, of Plymouth Business School, reports that the west of England's economy is growing quickly but warns the region not to rest on its laurels. He suggests that, as well as its vulnerability to defence cuts, "we are very likely to see a further major shakeout of jobs in insurance, banking and finance right across the region."

Although, he says, Bristol could gain if firms continue to rationalise their provincial operations by concentrating on the regional capital, it could also lose because of the high proportion of its workforce in the sector.

On an optimistic note, he says: "What is encouraging is that important parts of the region and Bristol, in particular, have shown an immense capability to restructure in response to economic shocks over centuries, and so there must be plenty of confidence that they can continue to do so in the future."

*The South West Economy 1997. PEP Research & Consultancy Ltd, 21 Portland Villas, Plymouth PL4 6DX. £95.00.*

## INVESTMENT



**Bristol population: 400,000**

**Geography**  
Bath is 13 miles away from Bristol with a population of 85,000. In the surrounding area – the former county of Avon – there is a total population of about one million and 25,000 businesses. Bristol is 120 miles from London by the M4 motorway and two hours drive time from Heathrow airport.

**Local government**  
Four unitary councils superseded Avon County Council and its district councils, which were abolished in 1996. The new authorities are: Bristol; Bath and North-east Somerset; South Gloucestershire; North Somerset.

**Key addresses**  
Bristol Chamber of Commerce & Initiative/Business Link West, 10 Clifton Park, Bristol, BS8 3BY. Tel: 0117 973 7373  
West of England Development Agency, PO Box 10, 5 Greenway Business Park, Bellingham, Chippingham, SN15 1ST. Tel: 01249 467010  
Western Development Partnership, Redcliff Quay, 120 Redcliff St, Bristol BS1 6HL. Tel: 0117 929 8984

## West Coast aspirations

The region needs to play to its strengths in attracting jobs and stimulating growth

"High quality of life and physical environment" is the area's unique selling point and the reason why inward investors are attracted and indigenous companies remain, prosper and diversify. So states this year's strategy for economic development co-ordinated by the Western Development Partnership, a public and private sector agency to regenerate the former county of Avon, encompassing Bristol, Bath and Weston-super-Mare.

The strategy doesn't sell itself short. It envisages developing the area "as one of the most prosperous and technically advanced in Europe, with a sustainable and diverse economy, providing jobs and the highest quality of life and physical environment."

Inward investment, as well as the nurturing of indigenous companies, is crucial to

this. Population growth fuelled by migration from south-east England has caused, on the WDP's calculations, a need for the creation of some 7,500 jobs a year just to maintain employment levels. The dilemma is how to create those jobs without damaging that valuable environment.

During the 1980s, the region found it easy to win relocations from south-east England. Weatherall, a property consultancy, comments: "As the recession broke, places such as Bristol were still complacent as to any need to compete to attract new employers." But narrowing cost differentials slowed relocations and the west performed poorly at winning foreign direct investment.

Since then, Weatherall says: "Attitudes have been changing and there is now greater understanding of the need to compete." The WDP was set up in 1993, followed two years ago by the West of England Development Agency which, with funding from the Department of Trade & Industry, seeks for-

region investment for the region's counties.

Efforts are beginning to pay off. Mr Martin Willey, chief executive of the WDP, says: "Inquiry levels are up enormously – some 800 inquiries in the year to March, and there have been 200 companies located or relocated and about 5,000 jobs sustained or created."

The latest proposal is the Labour government's plan to establish in 1999 a regional development agency for the south-west, as in other parts of England, to match the muscle of the Scottish and Welsh development agencies. It is not yet known how this will relate to existing agencies. But there is a need to rationalise the multifarious efforts to stimulate economic growth and investment. A coherent and unified approach is essential if a stronger regional identity is to be promoted.

One handicap for the west is that it cannot offer the grants available in neighbouring south Wales, which helped that country capture the £1.7bn project by LG, the South Korean electronics

group. LG will create 6,100 direct jobs and although this increases competition for labour, it also means opportunities for contractors and suppliers.

In this sense, the west could benefit by being part of a national economic zone straddling the Severn estuary. The west, though, has a different agenda to that of Wales. If it wants to present itself as dynamic and successful, it could be counter-productive to argue it needs grants to persuade companies to relocate there. Nor does it want to create low-value jobs which would only add to the pressures on land and resources.

Instead, the region needs to play to its strengths. It should capitalise on its modern industrial and commercial base, its three universities, the fast access to London and other parts of the UK, and the fact that it has the housing, schools and environment to attract senior staff.

Sights are set on targeting overseas companies which can create high-value jobs in growth sectors in which the

region excels, such as aerospace and advanced engineering, telecoms and medical products. City regions such as Seattle and San Francisco are identified as having synergies with the west of England.

Swish, the regional electricity and gas supplier taken over by Southern Electric of the US in 1985, is supporting such efforts. "If our customers do well, we do well," says Mr Derek Lickorish of Swish. The utility has just invested £80,000 in producing a CD-ROM, aimed at potential US investors, to promote the south-west as the "gateway to Europe".

An example of the impetus being given to collaboration was a trade mission from Bristol to Seattle in March which was reciprocated last month when a 60-strong delegation came from Washington State.

Mr Peter Connor, chief executive of WEDA, says: "The west of England has gone through a process of self-discovery about the number of international companies already here – we have now identified over 1,000 and many of these are in key growth sectors. Our whole strategy is to develop strong alliances with similar locations overseas."

"We have a world-class cluster of high technology skills and the essential components of a high-quality life and a marvellous strategic location," he says. "We have the ingredients for those clusters to grow into a leading region of Europe."

Dr Marion Jackson, editor of the West of England Economic Bulletin, points out that the region's location can be both a strength and weakness. "As a strength, the region could grow as the western port of entry to the EU, and build on its similarities to the west coast of the US."

"But, if the core of economic activity in the E shifts to the east as no states join in, it could be in danger of becoming a remote fringe region." WEDA stresses, is that "the future of the region will depend on the quality and productivity of the labour force".

## TRANSPORT

## Sell off, then take off

The council has decided to privatise the airport to finance expansion plans

A relaunch last week of Bristol airport, renaming it Bristol International Airport, might sound more image than substance. But it shows that an aggressive approach is being taken to counter what business people have long regarded as a serious drawback to the region: its air services.

In a recent survey for the south-west region of the Confederation of British Industry, most executives believed a lack of choice in air transport was holding back the region's competitiveness.

The CBI and KPMG, the accountancy firm, are undertaking a further survey of 750 executives to help move the debate forward, says Ms Sue Boyd, the CBI's regional director.

Many business people were taken aback last year by the Conservative government's refusal to allow British Aerospace to develop its airfield at Filton, north Bristol, as a commercial airport. Filton is close to the motorways and mainline railway in contrast to the existing airport, in the green belt at Lulsgate south of the city. BAE is waiting the result of a judicial appeal held last month. Meanwhile, Bristol council, which owns the profitable Bristol International, has decided to sell a majority stake to finance the airport's expansion. Passenger traffic grew to nearly 1.5m last year and it is intended to start work this year on a bigger £20m terminal and to upgrade the instrument landing systems.

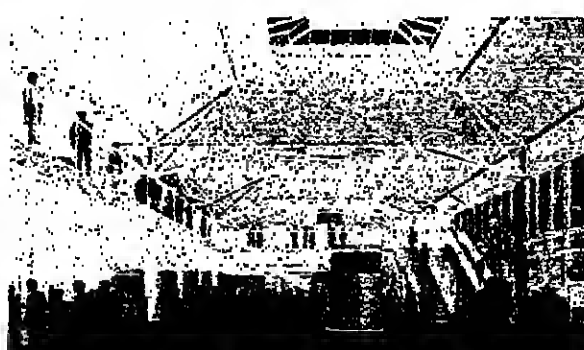
The sale is expected later this year.

Plans to improve services are also going ahead. Brymon Airways, a British Airways subsidiary which uses Bristol as its operational hub, recently committed itself to the airport for the next five years. The airline has increased the frequency of its services, with its busiest routes being Glasgow, Edinburgh and Paris. Earlier this year, it started an experimental service to London's Gatwick. Another airline, Ryanair, has started services to Dublin.

Mr Gareth Kirkwood, Brymon's managing director, says: "We considered our options and looked at the airport's actual and perceived inadequacies. We found a most enlightened response from the management and we have found a common agenda for improvements."

Brymon has a fleet of Dash-8 aircraft but Mr Kirkwood says: "We are looking seriously at the possibility of some routes being served by regional jets." What is not on the agenda, for the foreseeable future, are long-haul scheduled services. For those, what Bristol would like is a direct rail link to London's Heathrow.

The council's decision partially to privatise the airport is a sign of how its attitude has changed from its past days of "if we own it, we keep it." In 1991, it privatised its port at Avonmouth and Portbury. Freed from the shackles of public sector finance, the port has flourished. About £200m of investment has led to annual revenue increasing by 77 per cent to £38m, with volumes rising by 52 per cent to 7m tonnes. The port has become a leading UK import/export terminal for vehicles.



Artist's impression of the new terminal at Bristol airport

Nearby, Burford Western Estates plans to have a multimodal railfreight terminal and hopes to have an agreement with an operator by December.

For rail and road, Bristol has both pluses and minuses. It benefits by having mainline railways and the M4 and M5 motorways, providing fast routes to

much of the UK. But round the city are congested, especially to the north where most road development has taken place.

In the city centre, much the traffic doesn't need to be there, but cannot easily avoid it.

Park and ride schemes are having some impact (reducing car use and are schemes to improve traffic management by such means as "intelligent signage"). What is essential, though, is to make public transport a better alternative. A consortium is drawing up plans for a rapid transit system which, if materialises, would be an answer.

**Western Approach Distribution Park**  
Bristol - 220,000 sq m

**The Driving Force**

Great Mills occupies 22,919 sq m in Western Approach Distribution Park  
Matthew Clark taking 28,985 sq m in Western Approach Distribution Park  
Detailed planning permission for a 300,000 sq m warehouse building  
£3m second phase extension  
Outline permission for further expansion

**King Sturge**  
0171 493 4933  
0117 927 6691

**ICL Estates**

**TRANSPORT AND GENERAL WORKERS' UNION**  
REGION NO. 2 SOUTH WEST

**T&G**

The T&G fully supports initiatives being taken to encourage inward investment with the prospect of increased employment opportunities in key sectors of our local economy

**JOHN BEES**  
REGIONAL CHAIR

**JOHN ASHMAN**  
REGIONAL SECRETARY

Transport House, Victoria Street, Bristol BS1 6AY

**We specialise in mortgages, savings, investments and nothing else.**

**It's about time**

By specialising only in the more important financial matters, we have created the time and resources to bring you a superb range of products combined with excellent service. For further information contact your local branch.

**BRISTOL & WEST**



## REGENERATION AT HARBOURSIDE

## Harmony on the waterfront

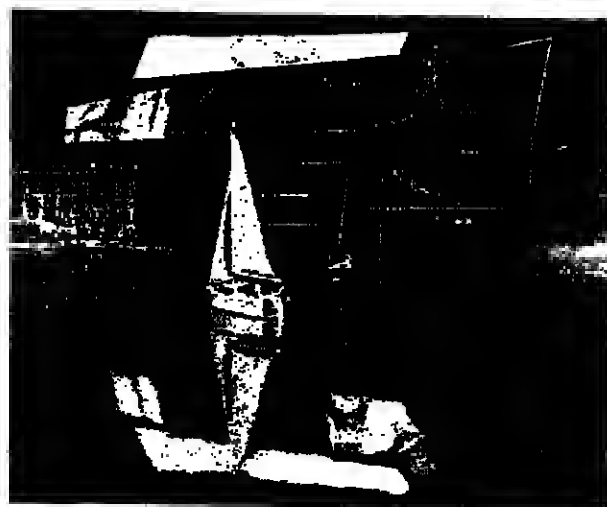
Lottery funding has ensured the go-ahead for an entertainment and cultural centre

"Awesome and inspiring - let's make it happen!" "A development that will at long last give Bristol something to shout about."

Comments in the visitors' book at an exhibition of Bristol's plans to revitalise its waterfront are equal in enthusiasm to those of property agents, who proclaim it to be one of the top 10 sites in Europe for urban regeneration.

Called Harbourside, the project is to create an entirely new centre for culture, education and entertainment, envisaged to be a top destination for visitors from south-west of England and far beyond. Lottery funding has already ensured much of the scheme will happen, while a decision on Arts Council funding is imminent for the spectacular showpiece - a £100m centre for the performing arts.

National interest in Harbourside, and in the cross-sector partnerships which have brought it about, was shown by a conference held this week by the Royal Institution of Chartered Surveyors. The project is expected to attract nearly £400m of investment and create 3,000



Model of the planned centre for the performing arts

permanent jobs. The promoters calculate that, in addition to the expenditure during construction, £20m a year will be generated in the local economy.

In all, the scheme encompasses 66 acres around the floating harbour built in the early 19th century to maintain high water in the city's docks. As commercial shipping declined in the 1960s, so the docklands became semi-desert.

Its complex ownership hindered efforts to find new uses, although at the end of the 1980s Lloyds Bank took a substantial slice of land for an impressive headquarters.

While the city could be blamed for allowing such a

waterfront site to stagnate, the delay has proved fortunate. Lottery funding has made it possible to have a much more imaginative development than would otherwise have been the case.

Four years ago, encouraged by the Bristol Chamber of Commerce & Initiative, the landowners - the city council, British Gas, British Rail, JT Group and Lloyds - were brought together in a Harbourside sponsors' group to draw up plans. A design framework was prepared by Concept Planning Group, a consortium of local architects.

Since then, English Partnerships, the government's regeneration agency, has

joined the sponsors' group and is investing £18m in infrastructure work. Mr Ken Johnson, the agency's projects director in Bristol, calls it "one of the most exciting waterfront sites in England by any stretch of the imagination".

A partnership called Bristol 2000, headed by Mr Nicholas Hood, chairman of Wessex Water, has sponsored three elements of the scheme which have won £41m from the Millennium Commission towards their total cost of £28m. These elements are:

- Wildscreen World, designed by Sir Michael Hopkins & Partners, will be a wildlife and environment centre with what is billed to be the world's first "electronic zoo". A large-format cinema will show natural history films - Bristol has an international reputation for their production.

- Science World, designed by Chris Wilkinson Architects. It will be an interactive "hands-on" centre designed to demystify science and technology.

- Landscaped spaces and squares with public art.

A separate bid for £74m has been made to the Arts Council towards the cost of the centre for the performing arts. The centre's board, which is chaired by Mr Louis Sherwood, head of the television company HTV, intends to create the south-west's

premier arts venue. It will house a concert hall to seat up to 2,300 people and a 450-seater dance theatre, which would also host jazz, popular music and community events.

The innovative design, by the Stuttgart-based practice of Behnisch & Partners, has been called an "exploding greenhouse", with planes of glass reflecting light, sky and water. Certainly, it would be one of the most eye-catching buildings in the UK.

If Arts Council funding is forthcoming, the centre will open in 2001. "The whole business community is behind this bid," says Mr John Savage, chief executive of the Chamber of Commerce & Initiative. "We will see cultural activity playing a crucial role in the economic renewal of the heart of the city."

In addition, there are plans at Harbourside for 650,000 sq ft of office space and about 750 homes. Developers have been shortlisted for Newfoundland Place, a 5.7 acre site earmarked as a business quarter. A bid for lottery money is also being made for a Millennium Mile, a promenade to stretch from Brunel's Temple Meads station to his ship SS Great Britain.

If all the pieces come together, Bristol can expect to have a city centre to rival any in England.



The three-masted replica of John Cabot's ship, the Matthew, under Clifton suspension bridge after setting sail last month for Newfoundland, recreating Cabot's voyage of discovery 500 years ago

## PROPERTY MARKET

## Increased demand on all sides

Out of town development has been a catalyst for a city centre retail and office revival

Six miles north-west of central Bristol work is proceeding apace on the 80-acre two-storey mall of what will be one of the UK's largest regional shopping centres.

Cribbs Causeway will have 725,000 sq ft of retail space and parking for more than 7,000 cars, alongside an existing zone of retail warehouses. On a greenfield out-of-town site, it has been one of the most contentious planning issues in the region since first mooted a dozen years ago.

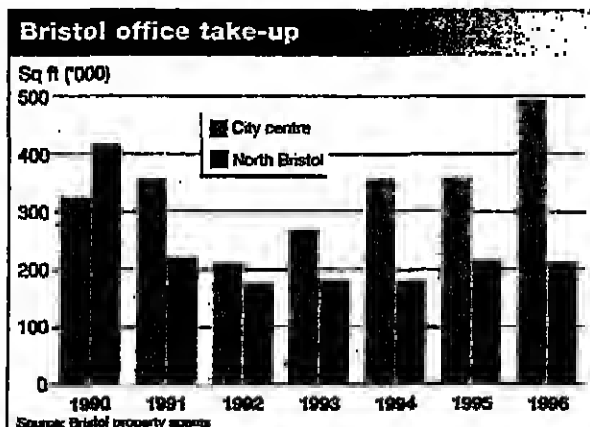
The centre, jointly developed by Prudential Assurance and J. T. Baylis at a cost of about £200m, is due to open next spring. Last week, construction was completed of a 145,000 sq ft Marks & Spencer store. A second store of 230,000 sq ft will be occupied by John Lewis, the department store group. As well, there will be 130 shops and an entertain-

ment complex. Property agents Osmond Tricks says there has been "phenomenal demand". According to Prudential, about 80 per cent of the shops are already pre-let with rentals reaching £250 per sq ft.

Mr Graham Maskell, Prudential's development director, says: "This is the best retail location in the south-west with a superb catchment population." There are estimated to be 4m people living within one hour's drive time.

The main impact, though, is expected to be upon central Bristol. For a long time, it was feared the effect would be entirely negative - especially when John Lewis decided it would, on moving to Cribbs Causeway, close its store in Broadmead, the city's dated shopping centre.

What Cribbs Causeway did have, instead, was a catalytic effect upon the city council, Broadmead's main but hitherto passive landowners, and the private sector. A joint board of management was set up and its efforts to revitalise Broadmead were rewarded when Bentalls, the department



store group, chose to buy the John Lewis site and spend heavily on its refurbishment.

Meanwhile, M&S is investing in its own Broadmead store and, last November, the Swedish home furnishings group Ikea struck a deal for a store in central Bristol.

The retail revival in the city is reflected in the office market. Although there is still a big overhang of secondary space, property take-up in the centre outperformed out of town locations last year. "The future of the city as a thriving commercial area would seem to be

confirmed," says King Sturge, a property consultancy.

Total take-up of office space in greater Bristol last year was the highest since 1990, up 42 per cent on 1996. Mr Mike Henry, of Chestertons and president of Bristol Property Agents Association, says the market has seen "a real resurgence of confidence" helped by Harbourside and Temple Quay, the city's two big regeneration schemes.

Bristol, he says, has always been a desired destination for companies. That

had been tempered with the difficulties of getting sites and of doing business with the council. Now, he says, there is a good dialogue between the property sector and local authority, which is a "positively businesslike approach. There is a very different atmosphere."

Elsewhere in the region, there is further evidence of an upsurge in property activity. A year ago, the £300m second Severn crossing opened, easing road access to south Wales. On the English side, the bridge is stimulating development at Avonmouth and Severnside, near the M4 and M5 motorways.

ICI, the chemicals group, has planning consent there for manufacturing, offices and warehousing on no fewer than 1,500 acres. Named Western Approach, the ICI land is described by Mr Ned Cussen of King Sturge as a "site of national significance".

The first phase has seen Great Mills, a stores group, and Matthew Clark, the drinks manufacturer, establish distribution centres. A junction to improve motor-

way access is expected to open in late 1999.

Nearby at Avonmouth, Burford Western Estates has prepared a master plan for 452 acres acquired from RTZ Estates. Named Cabot Park, it is planned to have a "business village", distribution park and railfreight terminal. Further south, the M5 Somerset Consortium has been formed to promote development sites down the motorway towards Weston-super-Mare and Taunton.

In north Bristol, the Ministry of Defence last year opened a vast headquarters for its procurement executive, employing 5,000 people. Chesterton, the property consultants, says it has been "bombarded" by inquiries from defence industry suppliers in the UK and overseas who want to be within striking distance.

It was parking difficulties and traffic congestion in central Bristol which helped to stimulate much of the development on the northern fringe. Ironically, the consequence is that those roads are often overloaded - which may persuade more companies to stay in the centre.

## Complementary development at Temple Quay

Temple Quay, next to Temple Meads railway station in central Bristol, is a scruffy 23-acre site with a troubled past but, it is expected, a much brighter future.

Intended to be a new business quarter, it was the flagship project of the Bristol Development Corporation, which called it Quay Point.

But the BDC, having assembled the site by 1992 with compulsory purchase orders, failed to get development under way before it was itself wound up early last year.

English Partnerships, the government's urban regeneration agency, bought the land, renamed it, and is spending £7m on site and access work. Its plan, with Castlemead Securities acting as development agent, is for up to 800,000 sq ft of headquarters offices plus leisure and retail space. A

10,000 seater arena is a possibility.

Bristol & West, the building society taken over this year by Bank of Ireland, has Temple Quay as its preferred location for a tailor-made headquarters. British Telecom is also considering it for a regional base.

Mr Ken Johnson, English Partnerships' project director in Bristol, says: "Temple Quay will not be an 'office ghetto' but have a pleasant environment with restaurants, shops and waterfront walks."

Part of the problems with Quay Point were that the BDC's concept conflicted with the plans for Bristol's other big regeneration site at Harbourside. But English Partnerships, unlike the BDC, is also a partner in Harbourside and Mr Johnson sees it as essential to ensure the two schemes are complementary.

**LOOK west**

FOR OUTSTANDING OFFICE AND INDUSTRIAL OPPORTUNITIES

Whether your business is in outstanding office and industrial opportunities are available in quality buildings but should you prefer the design and build option there is prime development land ready now.

Bristol, Bath, West of England is all about quality. Quality people, quality communications, quality locations and a quality environment. And in the Western Development Partnership you have an organisation that can give you quality support in all relocation matters.

High skill levels, a superb infrastructure, world recognised quality of life and environment, plus easy access to London, the rest of the UK, mainland Europe and beyond makes the West of England your first choice for expanding office and industrial development opportunities.

Tel: 0117 929 8884  
Fax: 0117 929 9166

**WESTERN DEVELOPMENT PARTNERSHIP**  
THE WESTERN DEVELOPMENT PARTNERSHIP  
YOUR PARTNER IN ECONOMIC DEVELOPMENT  
Ruddiff Quay, 120 Ruddiff Street, Bristol BS1 6JL

Since 1995, £4m has been invested in just one 12 acre site in Bristol.

After 160 years of adding colour and excitement to the city, Bristol Zoo Gardens is being completely transformed.

The improvements are making it an even better asset for Bristol, and an even bigger attraction for the millennium.

**BRISTOL ZOO GARDENS**  
Registered Charity No. 20095

See it. Sense it. Save it

**Forthcoming FT Surveys on Eastern and Central Europe**

June Baltic Basin States  
June Romania  
July Serbia  
July Kazakhstan

For further information on advertising, please contact:  
**Patricia Surridge**  
Tel: +44 171 873 3426  
Fax: +44 171 873 3204  
or your usual Financial Times representative  
FT Surveys

**ENGLISH PARTNERSHIPS**

Investing in Bristol

We are committed to regeneration in Bristol.

Our TEMPLE QUAY site is set to become a major business and financial centre with infrastructure works beginning there soon.

We are a member of the HARBOURSIDE sponsor group working to create a new cultural, leisure and commercial quarter for the city.

And through our Community Investment Fund we are working closely with community groups in the city.

To find out more contact our office at:  
St. Brandon's House,  
29 Great George Street,  
Bristol BS1 5QT.  
Tel: 0117-930 4710, Fax: 0117-927 6466.

**Bristol Harbourside**

Europe's biggest urban regeneration partnership - a project at the heart of Bristol

Commercial and leisure development  
New homes  
Science World - the new Exploratory

Wildscreen World  
Public squares and open spaces  
centre for the performing arts

For further information contact Alastair Brook on 0117 922 2962

**Did Bristol water help Cabot discover America?**

We are proud of our long history of service. But we were launched centuries after Cabot set sail from Bristol in 1497. So what's the connection?

Well, the casks of Cabot's 'Matthew' were filled at the Quay Pipe public supply. So Bristol water almost certainly did sustain Cabot and his crew. (And the ancient fittings of that Pipe are now displayed at our Blagdon Visitor Centre).

As for Bristol Water, we've been around since 1846, never State-owned, and always pioneering and innovating.

We supply over a million people and 40,000 businesses in an area of 1,000 square miles.

For further information, call Corporate Affairs on 0117 953 6470, or make your own voyage of discovery into our Internet pages, on <http://www.bristolwater.co.uk>

**BRISTOL WATER**  
THE TRUST OF SERVICE TO THE COMMUNITY



## INDIA ON SHOW. AT MANCHESTER.



### Some of the Confirmed Participants

Greaves • Rallis India  
TATA Tea • Latham India  
Forbes Gokak • Eureka Forbes  
TATA Exports • TATA Ceramics  
FAL Industries • D & A Enterprises  
Bradna of India • Shalimar Enterprises  
Tata Electric Companies • TATA Iron & Steel Co.  
Amber Enterprises (India) • Foam Mattings (India)  
The Laxmi Mills Company • Goodlass Nerolac Paints  
Ordnance Clothing Factory • DCM Engineering Products  
TATA Consultancy Services • Mercury Manufacturing Co.  
Madhya Pradesh Export Corporation • TATA Engineering & Locomotive Co.  
Association of Indian Automobile Manufacturers • Delhi State Development Corporation

**WALK-IN BOOTH RATE**  
US \$ 4000 for 9 sqm. booth.



Confederation of Indian Industry



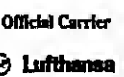
High Commission of India in U.K.

Yes, I am interested in participating in the 'Made in India Show', Manchester  
as an Exhibitor in the Exhibition Display Q as a Sponsor of Catalogue Advertisements  
or as a Visitor

Name: \_\_\_\_\_  
Organisation: \_\_\_\_\_  
Address: \_\_\_\_\_  
Tel: \_\_\_\_\_ Fax: \_\_\_\_\_  
Mail/Call: Mr. Vinod Gupta  
Confederation of Indian Industry  
C/o James Greaves & Company  
Stratford House, Manchester M60 2JA  
Tel: 00-44-161-6340991 Fax: 00-44-161-6320753



FINANCIAL TIMES  
World Business Newspaper



Official Carrier  
Lufthansa

**BOOKINGS OPEN TO ALL INDUSTRY AREAS.**

## CONTRACTS & TENDERS

Marlon Wedderburn 0171 873 4874 Fax 0171 873 3064 Melanie Miles 0171 873 4874



### PREQUALIFICATION NOTICE

**PRE-QUALIFICATION NOTICE FOR TENDERS FOR THE CONSTRUCTION OF PHASE-II OF THE QADIRPUR JOINT VENTURE PROJECT**

- Oil & Gas Development Corporation (OGDC) a statutory corporation of Pakistan, the Operator of Qadirpur Joint venture is undertaking a development project at its Qadirpur Field. The field is located in the north of the Sindh province, some 80 KM northeast of Sukkur.
- The project consisting of two Phases I & II inter-alia includes the installation of gas purification (CO<sub>2</sub> removal) an extensive pipeline gathering systems with more than half the wells located on the River Indus flood plain. The facilities are required to produce up to 400 MMcfd of sales gas plus a nominal quantity of condensate 800 bpd and 2000 bpd of water.
- Phase-I (designed for 235 MMscfd sales gas) of the project has been under commissioning; which comprises of a processing plant consisting of two parallel trains, two headers and flow-lines connecting eight (08) wells. Under Phase-II processing capacity is to be enhanced by additional 185 MMscfd sales gas and integrated into the existing facility of Phase-I. Since recently the reservoir has started producing H<sub>2</sub>S in small quantity (PPM), H<sub>2</sub>S removal is also foreseen. The contract for Phase-II is expected to be awarded by third quarter/fourth quarter 1997 with an envisaged construction period of 17 to 21 months.
- Reputable entities who are capable of performing detailed engineering, manufacturing, supply, installation, testing and commissioning of the plant, utilities and all offsite facilities and who have successfully performed the same kind of jobs in the recent past World-wide, are invited for **PRE-QUALIFICATION AS EPC CONTRACTOR** for Qadirpur Phase-II Project. The pre-qualified bidders are required to offer, supplier credit/export facility/commercial funding for 75% of the foreign currency cost of Phase-II development.
- Prospective contractors may obtain the pre-qualification documents (PQD) from 03 June 1997 to 19 June 1997 from the following on payment of non-refundable pay order/bank draft in favour of Oil & Gas Development Corporation for the amount of Rs. 80,000 (Rupees Eighty Thousand) or US \$ 2,000 (US \$ Two Thousand). No request for dispatch of pre-qualification documents by post/courier service etc. shall be entertained.

AGM (Finance)  
Oil & Gas Development Corporation,  
Markaz F-8, Islamabad Pakistan,  
Tel: 5692 OGDC PK  
Fax: 92-051-858939

- Last date for submission of PQ proposals (PQD) by the prospective contractors is 15 July, 1997.

### Invitation to Tender

#### Provision of Internal Audit Services

The City Council intends to seek tenders from suitably qualified firms for provision of the Internal Audit Service. The contract will start on 1 April 1998 and will run for 5 or 7 years.

Firms wishing to be considered for the tender should submit their expressions of interest by 12 noon on 11 July 1997 to: Mr Roger Allard, Contracts and Audit Controller, Chief Executive's Department, City Hall, 64 Victoria Street, London SW1E 6QP. Tel no. 0171 641 2326.

Firms should include the following information:

- Company name, registration number, trading address and registered office (if a subsidiary company, also the name and address of the parent company).
  - Description of the company and its main business areas.
  - Names and addresses of three referees from whom references may be sought regarding the company's experience and ability to undertake relevant internal audit work.
  - A statement showing a list of other relevant internal audit work, carried out over the last three years including contract dates, values and client names.
  - A set of audited accounts for the last three years (if a subsidiary company, submit these accounts as well as consolidated accounts). For partnerships, a statement of their accounts for the last 3 years.
  - Name and details of the manager who would be responsible for the tender submission and who, if successful, would be the contract manager.
  - Details of the quality assurance measures and self monitoring procedures to be used in delivery of the services.
  - Any other relevant information regarding the firm's ability and experience to carry out the internal audit service.
- From 9 June 1997 to 11 July 1997 inclusive, except Saturdays and Sundays and Bank Holidays, any person may inspect the detailed specification and contract documentation for this service free of charge on application to the reception at One Stop Services, City Hall, 64 Victoria Street, London SW1E 6QP. During this same period any person will be supplied with a copy of the detailed specification and contract documentation on request to Roger Allard, and on payment of the sum of £150. This sum will be returned to firms who are invited to tender and submit a bona fide tender.
- The City Council intends to invite tenders on or about 12 September 1997 with an anticipated closing date of 14 November 1997.
- The City Council is also tendering the Parking Permit (Investigation) Contract and firms expressing an interest in the internal audit contract are also invited to express an interest in this contract by contacting Steve Quiller on 0171 641 1897 for details and responding in writing to him by 4 July 1997.

City of Westminster

### BUSINESSES FOR SALE

Appear in the Financial Times on  
Tuesdays, Fridays and Saturdays. For  
further information or to advertise in  
this section please contact

Melanie Miles Tel: 0171 873 3349

Fax: 0171 873 3064



FINANCIAL TIMES

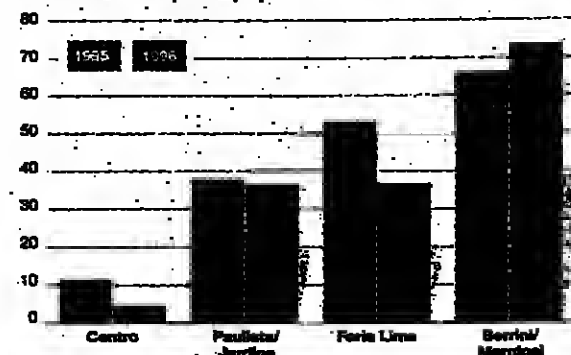
## THE PROPERTY MARKET

# Appeal from the heart

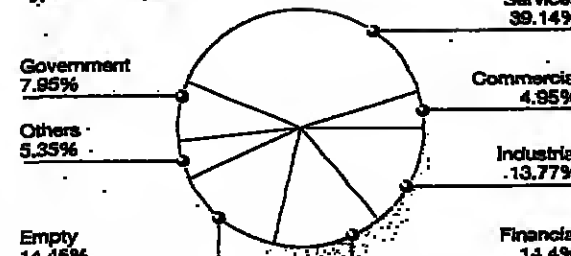
Jonathan Wheatley on  
central São Paulo's ambition

### São Paulo: attractive to developers

New office stock ('000 sq m)



Type of occupation



Source: Secretaria de Imóveis do Estado de São Paulo

When a bank hires plain-clothes guards to ensure that its employees can walk unmolested from the metro station to the office, you might think this area of the city had no future as a business district.

In the case of the city centre of São Paulo, the balance of opinion is that you would probably be right. The old business district, with its stylish mixture of monolithic turn-of-the-century headquarters buildings and sleek, modernist office towers, has been losing its appeal for the past three decades.

In the 1960s, its crowded streets and lack of building space led many banks and companies to move to Avenida Paulista, until then a peaceful boulevard lined with the mansions of rich merchants on the saddle of a hill overlooking the centre.

As Paulista filled up with office blocks, new building spread further, first to the area surrounding Avenida Faria Lima, at the bottom of the hill away from the centre, and most recently beyond there to the banks of the River Pinheiros in an area known as Berrini or Marginal.

Mr Erich Schumann, a director of Bank of Boston's Brazilian subsidiary, says the cycle is complete and companies are starting to return to the centre. Banco de Boston has had its headquarters there, in an eye-catching, green-glazed building, for 46 years.

It is one of the most active members of an association, Viva Centro, dedicated to revitalising the old business district. The bank's provision of plain-clothes guards, who have rescued employees of other companies from pick-pockets and other less subtle irritants, is one of many initiatives it hopes will attract more businesses. This is a fine ambition but, in the medium term at least, its chances of success appear limited.

If it does fail, it will not be for lack of companies looking for commercial property in São Paulo, which has received a double boost from Brazil's new economic stability. Returning confidence has allowed the resumption of a string of construction projects started in the 1980s and abandoned in the chaos

of high inflation. Many new developments are also under way.

At the same time, the city has seen its focus shift from manufacturing to service industries. As Brazil has opened its markets, the need to compete has led many manufacturers to relocate to out-of-town sites. Meanwhile, most multinational companies setting up in Brazil have instinctively chosen São Paulo for their administrative headquarters.

"Multinational companies arriving here are demanding the AA-class office space they are used to overseas," says Mr Paul Weeks of Bolsa de Imóveis do Estado de São Paulo, a property developer. His company is one of a handful of big developers building a huge volume of office space in the Berrini area.

International developers -

where Bolsa de Imóveis says it varies from \$1,200 to \$4,800, although the owner of one vacant lot is said to be asking \$10,000/sq m.

For companies in the market for AA space, the Berrini region undoubtedly offers the widest choice at the best price. The area has its disadvantages, however: extreme traffic congestion, occasional flooding and poor public transport. This should change in the next few years, if authorities fulfil their promise of bringing the metro system to the area.

For the present, too, it is a soulless place to work, with little in the way of shops, restaurants, while the prevailing style of architecture in particular some unfortunate attempts to imitate international post-modernism, may not appeal to all.

Paulista and Faria Lima share similar standards: buildings and services. Paulista is better served by the metro and has an abundance of shops and restaurants although many offices are dated and there is very little AA-class stock. Faria Lima has poorer transport, probably better amenities and certainly more modern offices.

Mr Schumann at Banco de Boston insists that the centre is a viable alternative. The bank is about to complete the refurbishment of neighbouring building bought to satisfy a need for 10,000 sq m of new space. The building, refurbishment and fitting, including imported furniture, cost \$30m; \$3,000/sq m for a class space.

"We have an emotion attachment to the centre, course, but the decision put our new office here is purely an economic one," says. "If we had built a building in Berrini it would have cost us 20 per cent more."

New building regulations will allow more development of the centre. However, critics say that metro and services, while coping with at present, will not support much expansion.

"São Paulo needs to learn from cities like London which yuppified its old houses to bring residents before business users, Louisiana, which used to revitalise its centre," says Mr Weeks at Bolsa de Imóveis. "The centre of São Paulo will recover, but in the next 10 or 15 years

## COMMERCIAL PROPERTY

### SAVILLS

INTERNATIONAL PROPERTY CONSULTANTS



#### ONE OF KENT'S LEADING VISITOR ATTRACTIONS

M25 (Junction 5) 25 km (15 miles)

Approximately £1,000,000 annual turnover. Buildings circa 5,500 sq m (160,000 sq ft) with potential for development, subject to planning permission.

In all approximately 81 ha (200 acres) FOR SALE AS A GOING CONCERN

Guide Price in excess of £1.5m

Savills, London: 0171 499 8644

Contact: Nick Sweeney/Alex Lawson

e-mail: nick.sweeney@savills.co.uk

Savills Global Offices & Associations Worldwide

#### FULLY FITTED AIR CONDITIONED OFFICE FLOOR TO LET

HOLLAND PARK AVENUE LONDON W1

6,000 sq ft (557sqm)

\*Rent only £15.66 psqft

\*8 car spaces

\*Two lifts

\*Good quality parking

\*Kitchen

\*Boardroom

\*Business rates under £4 psqft

\*Close to Central Line station

Contact:

Ref N.H.

NOBLE HARRIS PARTNERSHIP

STATIONERY & PRINTING CONSULTANTS

100% FREE ESTIMATION

100% FREE QUOTATION

100% FREE DESIGN

100% FREE DELIVERY

100% FREE SERVICE

100% FREE SUPPORT

100% FREE TRAINING

100% FREE ADVICE

100% FREE HELP

100% FREE INFORMATION

100% FREE SUPPORT

100% FREE SERVICE

100% FREE TRAINING

100% FREE ADVICE

100% FREE HELP

100% FREE INFORMATION



FINANCIAL TIMES

## Les Echos

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to target the French business world. For information on rates and further details please telephone: Toby Finden-Crofts on +44 171 873 4027



FINANCIAL TIMES

Financial Publishing

## CREDIT RATINGS in emerging markets

This directory lists for the first time in a single source over 7,000 credit ratings assigned by 34 rating agencies - nine international and 25 local - to emerging market fixed-income securities in:

Argentina • Bahrain • Bangladesh • Barbados  
Belarus • Bolivia • Brazil • Bulgaria • Chile • China  
Colombia • Cyprus • Czech Republic • Ecuador  
Egypt • El Salvador • Greece • Guatemala • Hong Kong  
Hungary • India • Indonesia • Israel • Jordan • Korea  
Kuwait • Lebanon • Liberia • Macau • Malaysia  
Mexico • Morocco • Oman • Pakistan • Panama  
Paraguay • Peru • Philippines • Poland • Portugal  
Qatar • Romania • Russia • Saudi Arabia • Singapore  
Slovak Republic • Slovenia • South Africa • Sri Lanka  
Taiwan • Thailand • Tunisia • Turkey  
United Arab Emirates • Uruguay • Venezuela • Vietnam

A directory of the agencies, their rating scales and criteria is also included in each edition.

In addition each agency's rating system has been translated into a CREM rating score for ease of comparison. Multiple ratings of sovereign debt have also been aggregated into a unique sovereign composite index and are listed alongside the individual issuer's CREM rating score to provide a universal means of comparison between local currency debt from different countries.

Every three months, subscribers receive the complete list of ratings, cumulatively updated, in a 460 page bound book.

FT Credit Ratings in Emerging Markets is indispensable to:

- International fund managers • Investors
- Investment advisers and lenders with exposure to emerging markets
- Traders of long-term and short-term debt
- Corporate and sovereign borrowers • Regulators

For further information contact:

Marketing Department  
FT Financial Publishing, Maple House,  
149 Tottenham Court Road, London W1P 9LL, UK.  
Tel: +44 (0) 171 896 2316 Fax: +44 (0) 171 896 2319

## Commercial Property

to advertise your commercial property please

Contact

Tina McGorman

on +44 0171 873 3252 Fax +44 0171 873 3098



## ARTS

# A new lease of life for Garsington

As the season opens, Andrew Clark reports on a home-grown opera company

The overhead canopy is in place, the teacups cleared from the loggia, the wine cellar now doubles as a changing room. But there is no longer anything makeshift about Garsington Opera, the summer festival run by Leonard Ingrams in the gardens of his Oxfordshire home. In February the local planning authority finally gave the festival a long-term licence, over-riding objections from village neighbours and ending the precarious year-to-year existence under which Ingrams had been forced to operate.

On Monday, Garsington Opera's ninth season opens with Haydn's little-known *Le pescatrici* (The Fisher Women). Moments before curtain-up, Ingrams will give his customary beginning-of-term speech, thanking his black-tie audience for their support and asking them kindly to leave the grounds by 11pm. After the performance, a select few will be invited to join Ingrams, his wife and the cast for a glass of champagne in the 17th-century manor house. There will be ample cause for celebration: the Ingrams' home-grown opera company is at last a permanent fixture.

Garsington Opera's new lease of life means more than respite from village feuds and legal hills, which landed the company with a £150,000 deficit. It represents a challenge: Ingrams must win over critics who have accused him of cosy amateurism. That should not be difficult. For the first time since he started presenting opera in 1989, Ingrams can make long-term plans, offering contracts to casts and production teams before they get snapped up elsewhere. The quality of most Garsington productions was already more than acceptable. That standard can now be consolidated. Ingrams, 55, is an unlikely impresario. Although his involvement in music extends back to his days as a violinist in the National Youth Orchestra, it is as a financier that he has made his way in the world. He worked for Barings overseas before returning to the UK in 1982 as a director of Robert Fleming. That was when he bought Garsington Manor, renowned for its Bloomsbury associations and its gardens. Spurred by the success of some private concerts, Ingrams hosted the UK stage premiere of

Haydn's *Orlando paladino* in 1990. The following summer, Garsington mounted two productions of its own. Despite its rapid growth, there is only one full-time employee, the £950,000 budget is much smaller than other opera festivals and the auditorium seats a mere 400. Since retiring from Flemings last year, Ingrams has been working for the Arab Banking Corporation in Bahrain. Operatic forward-planning, auditions and meetings with sponsors have to be fitted into visits home, and he is absent for most of the rehearsal period.

This means putting enormous trust in the conductors and producers he has chosen - a situation that has led to occasional *faux-pas*, which an omnipresent artistic director might have foreseen. But calculated risks seem part of Garsington's ethos. Over the years it has introduced some excellent young singers to UK audiences, and its run of British stage premieres continues later this month with Strauss's *Die ägyptische Helena*. Garsington could not contemplate such rarities without a bedrock of audience support. With a Friends' waiting list of seven years, the season regularly sells out by mid-April; tickets (£70-£90) account for 60 per cent of turnover. The rest comes from the Friends organisation and sponsors, many of whom find Garsington's upmarket atmosphere and *ol fresco* intimacy preferable to the crowds at "new" Glyndebourne.

Ingrams has ruled out a permanent theatre - it would be hard to improve on the magical midsummer dusk which informs Garsington's performances - and anything longer than a three-week festival would harm the gardens. However, there are plans to provide proper dressing rooms and improve the seating. Next summer Garsington will stage its first Verdi, *Falstaff*, alongside Mozart's *Lucio Silla* and Rossini's *La pietra della paragona*. Once the deficit is reduced, Ingrams may be tempted to commission a new opera.

For the next three weeks, Ingrams has more immediate preoccupations, as cast, chorus, stagehands and musicians traipse through the house from dawn till



past midnight. *Die ägyptische Helena* will appeal to connoisseurs: with Edgar Howarth conducting a cast led by Susan Bullock and Helen Field, the musical quality seems guaranteed - though the choice of David Fielding as director-designer is tempting fortune. A young Spanish mezzo, Silvia Tro Santafé, makes her UK debut as Desdemona in Ian Judge's staging of *Così fan tutte*, an obvious choice for society opera buffs and corporate entertainers. And Wasil Kaul, an Ingrams protégé, returns to conduct *Le pescatrici*, a *dramma giocoso* with a plot similar to *Così*. Unlike previous operas in his Haydn series, Garsington has had to dig around to come up with a

complete score: the vocal and orchestral parts were destroyed in a fire at Esterháza in 1779, nine years after the opera was premiered there, and only three-quarters of Haydn's autograph survives. Instead of using the modern reconstruction by H.C. Robbins Landon, Garsington has drawn up its own edition with the help of British musicologist Charles Hattrell. His solution, using the original libretto, has been to fill the missing arias with music from other Haydn works. But Ingrams is chuffed that Garsington's audiences will be the first in two centuries to hear the recently re-discovered overture. In contrast to last summer, when

the planning inquiry cast a cloud, Ingrams is beginning his 1997 season in decidedly upbeat mood. He may not be an English eccentric in the mould of Sir John Christie, but he finds the comparison with Glyndebourne flattering. He says that "like the Christies, we're a musical family that wanted to have opera at home - and it is nice to see people enjoying themselves. We don't have a proper stage here, but we like to think we're serious." Most visitors to Garsington are inclined to agree.

Garsington (01865-361636) features in the FT International guide to summer festivals, published in tomorrow's paper.

## Opera in Berlin/Paul Moor

# That cunning old countess

Berlin's three opera houses provide superior fare as a matter of course - but a recent incident involving one drunken fool showed how swiftly all that can be pushed into the background. During the Deutsche Oper's visit to Israel, its principal double-bass signed a Tel Aviv bar chit "Adolf Hitler". He then tried to make everything all right by explaining it was a joke. This incident not only disfigured the company's visit, but did much to destroy at least a decade's efforts to use music's international language to cultivate friendship between Israel and post-Hitler Germany.

Setting aside that calamity, Berlin has had much to make Germany's future capital operationally alluring. One of the chief attractions has been the Komische Oper's new production of Tchaikovsky's *The Queen of Spades*, brilliantly conducted by Yakov Kreiz-

berg. Harry Kupfer played less fast-and-loose with the libretto than usual, and concentrated on squeezing all possible suspense out of the absurd mathematical premise that lies at the heart of Pushkin's plot. Designer Hans Schavernoch turned the stage into one huge sloping card table, which broke up into segments, making choral entrances and exits feasible in a matter of seconds. Eleonore Kiehl's black-and-white costumes emphasised pre-revolutionary Russian elegance.

Dramatically as well as vocally, Sabine Passow stood out as Lisa, but Anna Schlemm, a veteran of this company's glory days under Walter Felsenstein, effortlessly

commanded the stage with her every entrance as the cunning old Countess. Returning from the ball, the way she whipped off her wig and irascibly flung it to the floor in front of her cluster of handmaids deftly summed up her personality in one fleeting moment. Another company veteran, Günter Neumann, seemed to be suffering a vocal off-night; even so, he made an unusually credible Hermann.

Top honours went to Kreizberg on the podium. Repeatedly he made familiar transitional passages sound downright exciting. His already secure reputation in this demanding metropolis grows steadily and rapidly; the Bournemouth Symphony Orchestra can

congratulate itself on having landed him as music director.

Like Kreizberg at the Komische Oper, Zubin Mehta emerged as the star of the Staatsoper's new staging of *Der Freischütz*. Weher's melodious spoof story with the untranslatable title 'But even Mehta had serious competition from an exceptionally strong cast. The clear and true voices of Carola Höhn as Agathe and Dorothea Rischmann as Amnchen complemented each other to pleasing effect. And in a successful Staatsoper debut, Kim Begley - singing Max for the first time - held his own against the powerful Kasper of Falk Struckmann, whose nimble dancing turned his drinking song

into something more than just vocally memorable.

Poor Begley had his hands full in Nikolaus Lehnhoff's witty *Grand Guignol* transformation of the second act. Instead of Max merely abetting Samiel in pouring the lead for the seven fatal bullets, Lehnhoff condemned him to stab a huge boar and then brandish aloft a succession of bloody chunks of offal. Another hit of Lehnhoff's whimsy involved the transvestite casting of a woman (Gerhild Kempendorf) as a hood-curling Samiel.

During the Deutsche Oper's ill-starred goodwill tour to Israel, its Berlin theatre played host to Bulgaria's Plovdiv Opera in Verdi's *Ernani*. Borodin's *Prince Igor* and *Peter the Great* by Russian composer Andrei Petrov. Apart from sets and costumes, standards fell so far short of what Berlin opera-goers expect that one had to wonder why the Plovdiv company had been invited.

## Sponsorship/Antony Thorncroft

# Money goes up in smoke

No one in government seems to have appreciated that the proposed ban on tobacco advertising and promotion could affect the arts by reducing arts sponsorship. In practice the arts have shaken off most of their ties with tobacco. But the industry still provides the arts with around £1.5m a year, mainly through corporate membership schemes and advertising in programmes. In fact, when the Association for Business Sponsorship of the Arts was founded in the late 1970s the tobacco companies were prime movers.

Over the years, however, the arts have become a non-smoking zone, and when institutions such as the National Portrait Gallery banned smoking from its premises it also said goodbye to tobacco sponsors: John Player had been the first backer of the NPG's annual portrait prize.

Now only in Ulster is tobacco sponsorship important. The Ulster Orchestra relies heavily on Gallaher, but would Gallaher be banned from supporting the orchestra under any new law? There is no "Gallaher" brand. And how would the legislation affect companies like BATs, which supports Glyndebourne and the Royal Academy, but at a corporate level? And what about Cartier, which has a cigarette brand but is much more besides, and Dunhill, which links its arts sponsorship to luxury goods rather than tobacco? The feeling is that this legislation has been badly thought through.

ABSA has issued a strong statement against the move. Its main concern is not the immediate danger of arts companies losing minimal tobacco sponsorship, but the wider implications. If the passion for censorship extended to alcohol the arts would be in real trouble.

ABSA showed its support for good sponsorship whatever the orientation of the sponsor by nominating Gallaher to the short-list for the long-term development prize in the annual ABSA awards, which are sponsored by the FT. Gallaher has contributed over £1m over 17 years to the Ulster Orchestra Society.

The FT/ABSA Awards, to be presented at Shakespeare's Globe on Bankside on June 30, recognise the most impressive sponsorship of the past 12 months. There were well over 450 nominations for the dozen awards, and winning a prize is important: it silences the philistines on the corporate board who think arts sponsorship is a waste of time and money.

Along with big committed companies on the short-list, like Allied Domecq, Sainsbury, Guinness, Manchester Airport, IBM, and the Royal Bank of Scotland, there are the unexpected names of the new converts.

This year the prize for the most imaginative first-time sponsor matches two large companies against two tiny operations. Orange makes the list for its women-only book prize, which has

aroused great controversy, and Visa International, which put £200,000 behind the London Film Festival, gets quick recognition. They are up against two very different first-time sponsors, the picture-frame dealer Paul Mitchell, who seized the chance to back an exhibition of frames through the ages organised by the National Portrait Gallery, and the Wyndham House Residential Care Home, which spent £14,000 over two years to enable the Green Candle Company, all of whose performers are over 45, hold workshops in its home as part of the King's Lynn festival.

Another category in which the big Ernst & Young competes with the small, Coats Crafts UK and The Irish News, comes in the single project category. Ernst & Young invested around £1m in the Océenne exhibition at the Tate, Coats Crafts nearer £10,000 in helping "The Art of the Stitch" at the Embroiderer's Guild. The Irish News put money behind a production of *The Merchant of Venice* at the Lyric Theatre, Belfast.

Sponsorship by small businesses always attracts keen competition, and this year an undertaker, Balmbridge & Barnes, which sponsored a concert at the Ryedale festival, is up against Ensors Chartered Accountants, which enabled Wingfield Arts in Suffolk to tour villages with the London Mozart Players; estate agents Gordon & Keenes backed the local 198 Gallery in Exeter; and Risk Publications, which supported the Wigmore Hall.

There are only two short-listed companies in the youth sponsorship section: Flik-Flak, the children's watch company, for helping the Polka Theatre for Children; and SEMA Group, the information technology company which aided the Royal Northern College of Music.

With the new government anxious to encourage business support for the arts, the FT/ABSA awards have rarely been more important. After a period in which the marketing men took over, the traditional themes of business investing in the community are back in favour. The awards reflect such imperatives.

BMW (GB) is returning to the South Bank with the sponsorship of *Objects of Desire: The Modern Still Life*, which opens at the Hayward Gallery on October 9. This exhibition of 20th-century still lifes, ranging from Cézanne to Andy Warhol, is currently at MOMA in New York. The sponsorship is worth around £150,000. A BMW Z3 on the concourse will be a particularly desirable exhibit.

Another wing of BMW, Financial Services (GB), is committing £300,000 over three years to the Serpentine Gallery in Hyde Park. Its first show is Pietro Manzoni in November. It is also supporting an exhibition featuring the work of five contemporary Scottish and five German artists at the Scottish National Gallery.

## INTERNATIONAL ARTS GUIDE

### AMSTERDAM

POP  
Paradiso Tel: 31-20-6264521  
● David Bowie: performance by the English singer; Jun 10

### BERLIN

EXHIBITION  
Museum für Ostasiatische Kunst Tel: 49-30-8301382  
● Haiga und Haiku: display of selected sketches and poems by Takebe Sôchô from the collection of Shôzaburô Masuda, Tokyo; to Jul 20

### FRANKFURT

CONCERT  
Alte Oper Tel: 49-69-1340400  
● Deutsches Symphonie Orchester Berlin: with conductor Vladimir Ashkenazy in works by Chopin and Korngold; Jun 8

EXHIBITION  
Schirn Kunsthalle Tel: 49-69-2998820  
● Pietro Donzelli: display of work

by the French photographer, featuring 130 documentary and reportage pieces from the 1950s and 1960s, shot in Italy and including the series "Land Without Shadow"; from Jun 10 to Jul 6

### HONG KONG

CONCERT  
Concert Hall/City Hall Tel: 852-22912299  
● Evelyn Glennie: performance by the percussionist, accompanied by the pianist Philip Smith. The programme includes works by Basta, Zivkovic, Abe, Pothas, Alvarez, Glennie and Creston; Jun 9

EXHIBITION  
University Museum and Art Gallery Tel: 852-28592114  
● Paintings and Prints by Aurelie Narroux: display featuring 46 abstract silkscreen prints and four paintings by the French artist, recently honoured with the Grand Prix de Peinture; to Jun 14

### LEIPZIG

CONCERT  
Gewandhaus zu Leipzig Tel: 49-341-12700  
● Symphony No.5: by Mahler. Conducted by Daniel Barenboim, performed by the Chicago Symphony Orchestra; Jun 10

### LISBON

EXHIBITION  
Centro Cultural de Belém Tel: 351-1-3612400  
● Paula Rego: retrospective of work by the British artist,

featuring figurative work from the 1980s and 1990s, as well as a substantial selection of studies, sketches and preparatory and final drawings; to Aug 18

### LONDON

EXHIBITION  
National Portrait Gallery Tel: 44-171-3060055  
● Pursuit of Beauty: exhibition examining the eternal quest for beauty by both sexes and changing notions of what beauty actually is. The display has interactive elements, including the opportunity for visitors to try on top hats, wigs, corsets and doublets. A number of portraits from the NPG's collection will be exhibited; to Sep 7  
Tate Gallery Tel: 44-171-8878000  
● Luciano Fabro: as part of the Gallery's annual sculpture exhibition, the renowned Italian artist has created a dramatic new work comprising of two columns, one in white and one in black marble, one falling and one standing; representing the sun and the moon respectively and forming a spectacular link with the classical architecture of the Duveen Gallery, in which the piece is installed; to Jun 15

### LYON

EXHIBITION  
Musée des Beaux-Arts de Lyon Tel: 33-4-72-10-17-40  
● Un engagement pour l'Art moderne: Hommage à René Derouillier: display paying tribute to the 1930s art critic and exhibitor, featuring 91 paintings,

drawings and photographs by artists including Bourat, Debré, Doreux, Vedova and Vallat; to Aug 17

### MADRID

EXHIBITION  
Fundación la Caixa Tel: 34-1-4354833  
● Madrid-Barcelona, 1830-1936. A chronicle of two Cities: exhibition examining the political and cultural histories of the two Spanish cities during the country's civil war. Artists represented include Picasso, Miró, Dalí and Gargallo; to Jul 27  
Museo Cerralbo Tel: 34-1-5473646  
● Relojes de un palacio: exhibition featuring 60 timepieces from the Museum's collection, dating from the 17th century to the present day; to Jul 20

### NEW YORK

EXHIBITION  
International Center of Photography Tel: 1-212-860-1777  
● Helen Levitt: Crosstown: retrospective of work by the American photographer, featuring 75 images, ranging from children at play in the 1940s to colour pieces from the 1970s and her recent black and white work, all portraying a vibrant city where life is lived out on the streets; to Sep 7  
The Metropolitan Museum of Art Tel: 1-212-879-5900  
● Indian Court Painting: 18th-19th Century: exhibition of paintings drawn primarily from the

Museum's own collection tracing the various traditions of Indian painting over four centuries. The display is one of three this year at the Metropolitan to mark the 50th anniversary of India's Independence; to Jul 6

### PARIS

CONCERT  
Théâtre du Châtelet Tel: 33-1-42-33-00-00  
● Orchestra of the Age of Enlightenment: with conductor Sir Simon Rattle and clarinetist Anthony Pay perform works by Schubert, Mozart and Haydn. Part of the Schubert-Bicentenary; Jun 10  
EXHIBITION  
Musée Carnavalet Tel: 33-1-42-72-21-13  
● Nouréiev: exhibition devoted to dancer/choreographer Rudolf Nureyev. The display, which draws upon Nureyev's personal collection, features costumes, posters, photographs, personal belongings - including furniture, paintings and prints - and other objects painting a picture of his artistic and private life; to Jul 27  
Musée Picasso Tel: 33-1-42-71-70-84  
● Picasso: Las Sources Photographiques: 1900-1929: the

third of a cycle of exhibitions illustrating the influence of photography on Picasso's work, covering the painter's Cubist and Surrealist periods. A number of paintings and graphic works are on display, including "La Famille Soler" (1903) and "La Baigneuse au Balcon" (1929); to Jun 9

### ROME

EXHIBITION  
Museo di Palazzo Venezia Tel: 39-6-6798865  
● La festa a Roma: exhibition recreating sites of the Roman Fête, held in the Italian capital from Renaissance times to the late 1800s. Theatrical effects and new technologies are employed to recreate sites and a number of paintings, prints, designs and processional objects tell the history of the "ephemeral baroque"; to Sep 15

### VIENNA

CONCERT  
Musikverein Tel: 43-1-5058681  
● Wiener Philharmoniker: with conductor Riccardo Chailly, soprano Eva Urbanova, tenor Vladimir Bogachov, baritone Peter Mikulas and organist Thomas Trotter perform works by Schumann and Janacek; Jun 8

Listing selected and edited by ArtBase The International Arts Database, Amsterdam, The Netherlands. Copyright 1997. All rights reserved. Tel: 31 20 664-6441. E-mail: artbase@pl.net

WORLD SERVICE  
BBC for Europe can be received in western Europe on medium wave 648 kHz (463m)

EUROPEAN CABLE AND SATELLITE BUSINESS TV  
(Central European Time)

MONDAY TO FRIDAY  
NBC/Super Channel:  
07.00  
FT Business Morning

10.00  
European Money Wheel  
Nonstop live coverage until 15.00 of European business and the financial markets

17.30  
Financial Times Business Tonight

08.30  
Squawk Box

10.00  
European Money Wheel

18.00  
Financial Times Business Tonight



## COMMENT &amp; ANALYSIS



Philip Stephens

## With the fat cats

The well-paid directors of Camelot are less hypocritical than the sanctimonious ministers of the new government

I am not sure which is the more offensive: the sight of the directors of Camelot, the operator of Britain's national lottery, filling their boots with cash; or the sanctimonious posturing of the New Labour government as it accuses them of despoiling the noble purpose of state-sponsored gambling.

No, let me correct that. Loath as I am to say it, there is only one side to choose in the latest spat between moralising ministers and avaricious executives. Count me in with the Camelot fat cats. In this swamp of hypocrisy, they at least admit they are in it for the money.

The only losers in the lottery are the gullible punters. Their pockets are emptied by two scams, one large and deliberate, the other relatively small and, in part at least, accidental. The first is perpetrated by the government. The second can be laid at the door of Camelot.

It is this minor infraction which has been making the headlines. The pay of Camelot directors has just jumped by more than 40 per cent. Briefly, the company's profits, higher than expected during its first two years of operation, have generated lottery-style bonuses for directors who do not keep a tight enough rein on the people who run their com-

panies. And one of the least pleasant legacies of the 1980s is the grab-it-when-you-can shamelessness of many executives.

These are not matters to be settled by ministerial grandstanding. They call instead for stronger corporate governance, backed up by statute. If ministers are still unhappy, there is a simple expedient - a higher rate of income tax for the wealthiest. The snag is Mr Blair, business's best friend, has ruled that one out.

The sweep of this row goes well beyond Camelot. It could condition the whole relationship between government and the private sector. Mr Blair has signed up to the market economy. But global capitalism is a rough trade, full of the undeserving rich. There is not much governments can do about it, even when they are handing out the contracts.

Take an example. Mr Blair wants to bring private finance into the health service. Say then, the government strikes a deal with a private company to renovate the nation's crumbling hospitals. Eager to get the best from its executives, the company pays them generous bonuses. What does Mr Blair do when they pick up the cash? Demand they donate the money for new x-ray machines?

Mr Smith, giddy with power, has simply been bending in a populist breeze. Even so, Camelot offered him a deal. It would donate to charity an amount equivalent to the bonuses and hand over another £6m earned on unclaimed prizes. It would also consider the government's plan for the lottery to be run on a not-for-profit basis (ministers have yet to learn about supposedly free lunches).

At this point, a smart politician would have declared a famous victory. Mr Smith donned his surplice,

climbed back into his pulpit and proclaimed: "They are showing a bit of contrition, but not nearly enough."

This is where we come to the real humberg. With the same breathtaking cynicism as his Tory predecessor, Mr Smith pretends that the whole enterprise is no more than a wholesome mix of fun and altruism. He even calls it the People's Lottery.

The truth is that it is a tax by another name, the burden of which falls most heavily on the poor and the feeble - on those driven by despair and delusion to see the lottery as an escape route from their dismal circumstance. The government's role in this noble enterprise is straightforward. It kicks off as much as it can for the Treasury.

Mr Smith speaks as if every penny withheld from Camelot's directors would otherwise be there to ease the plight of the disadvantaged or to restore the nation's architectural heritage to its former splendour.

In reality, half the revenues are paid out in prizes. And for every £1 Camelot pockets in profit, the Treasury grabs £12 in direct taxation. That adds up to £13m in tax over the life of Camelot's seven-year contract.

True, about 28 per cent - £9m over seven years - is supposedly left for the five designated good causes. But the promise that this would be an addition to existing public spending is already threadbare. The government has taken direct control of the proceeds of the midweek draw to pay for health and education projects. It has been only slightly more subtle in appropriating the rest.

It may be too late. If not, Mr Blair would be wise to leave Camelot's fat cats alone. Sinner they may be; but every time the heritage secretary casts a stone in their direction, he reminds the rest of us just where the real wickedness lies.

Tony Blair's administration has not yet stepped out of the mindset of opposition. In government, posturing carries a cost

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171 873 3838 (please set fax to 'time'), e-mail: letters.editor@ft.com. Published letters are also available on the FT web site: <http://www.ft.com>. Translation may be available for letters written in the main international languages.

## No legal need for single currency in 1999 for Emu third stage

From Mr Bernard Connolly.

Sir, Your report ("France and D-Mark fall on Emu fears", June 3) the president of the European Commission, Mr Jacques Santer, as repeating what his colleague, Mr Yves-Thibault de Sijguy, the European economics commissioner, has often said in recent months: that the timetable for Emu is fixed and that there is a legal obligation to begin a single currency on January 1 1999. There is indeed a legal obligation to begin the third stage of Emu on January 1 1999. However, if Mr Santer were to read article 106(3) of the treaty he would discover that the legal impact of the third stage is to bring into effect a number of other treaty articles. But these articles will apply only

to countries "without a derogation", i.e. countries that have been deemed by the European Council, following the procedure in article 109(4), to have satisfied the "necessary conditions" for the adoption of a single currency. These conditions are not explicitly defined and are subject to the exercise of political discretion.

If the European Council deems that no country has satisfied the necessary conditions, the third stage begins as what might be termed an "empty shell" and a single currency is not instituted at that time. Mr Santer and Mr de Sijguy should be aware of this. After all, the head of the Commission's legal service, Mr Jean-Louis Dewost, provided an

equivalent analysis in his evidence to the German Constitutional Court in July 1993.

By stressing that a single currency starting date of January 1 1999 was a political ambition, not a legal obligation, he gave the Karlsruhe court a route to allowing the ratification by Germany of the Maastricht Treaty - on condition that the criteria are applied strictly.

Bernard Connolly, head, EC Commission Unit for "EMS, national and community monetary policies, 1989-96", executive director, International Economics, AIG International, 120 Leman Street, 6th Floor, London E1 8EU

## French have gained no benefit

From Mr Endymion Wilkinson.

Sir, I refer to your article "EU protests at Chinese trade discrimination" (May 22). While it is true that there is evidence of discriminatory actions taken against Danish and Dutch commercial interests in China, there is no evidence that French companies have benefited. I therefore regret that the words attributed to me may have led to such a misunderstanding.

Endymion Wilkinson, head of European Union delegation of the European Commission, 15 Dongzhimenwai Dajie, Sanlitun, 100600 Beijing, China

## Arguments against UK introducing a super-SIB are not insurmountable

From Mr Dick Ware.

Sir, Michael Taylor (Letters, June 4) makes some cogent arguments against what appears to be the government's proposals for a super-Securities and Investments Board, adding to the argument that has already been made that there is a danger that a single regulator will obscure the different objectives of regulation.

Perhaps I might be allowed to add some weight to the other side of the scales. First, management is clearly all-important. But it is surely not beyond the wit of Howard Davies to devise a structure which does not force all top management to concentrate on all problems at the same time. Matrix structures work well elsewhere: why not at super-SIB?

Second, reputational contagion. This is, I think, Dr

Taylor's most telling point and has indeed been adduced as a prime reason for separating the Bank of England's monetary policy and supervisory roles. The risk of contagion certainly exists.

The answer, however, is surely to continue attempts to convince the investing public that regulation will never prevent financial failure. Such failure can sometimes reflect on regulators - but far more frequently it is a direct result of inadequate/incompetent/fraudulent management in the institution itself.

Third, compensation arrangements and cross-subsidy are indeed theoretical problems. In practice, however, cross-subsidy already exists (via the SIB levy on the existing self-regulatory organisations) and ring-fenc-

ing is a recognised concept, at least as far as the Personal Investment Authority and its original constituent SIBs are concerned. It should therefore be quite possible to ensure that wholesale markets do not pay for mistakes on the retail side and - perhaps even more important - vice versa.

Finally, Dr Taylor feels that to concentrate so much power in a single pair of hands is dangerous. The upside of this is that a single regulator will be cheaper and - properly organised - will bring a degree of consistency to the regulatory system which is currently lacking.

Dick Ware, Mount House, Colchester, Essex, CO1 1LR, UK

## Judaism's holy site

From Mr Albert Dawood.

Sir, In your weekend edition of May 24/25 your correspondent refers ("No place like home") to "The Western Wall as Judaism's most holy site".

I would like to point out that the world appears to have conveniently forgotten that Judaism's oldest holy site is The Temple Mount, presently occupied by Moslem mosques.

Despite declarations of freedom of religion in Jerusalem, Jews are forbidden to pray there due to objections of the Moslem religious authorities.

The Western Wall is but a remnant of the outer wall of the Temple Mount and the holiest place in Jerusalem today where Jews may pray.

Albert Dawood, 4 Rehov Schwartz, Ra'anana 43 213, Israel.

## Pfizer forum

Are National Drug Expenditure Control Policies Compatible with a Single European Market? The case of Spain

BY PROFESSOR JOAN NOVRA

National price controls and other forms of public intervention in pharmaceutical markets have created significant variations in pharmaceutical prices among EU Member States. A Spanish health economist examines the implications of these variations for the Single Market.

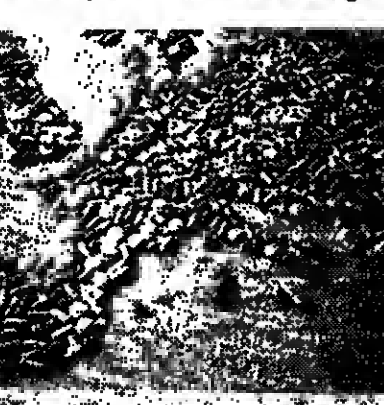
The European pharmaceutical industry as a whole is likely to benefit from a single European drug market, and to become more competitive vis-à-vis its counterparts in the USA and Japan. However, turning a set of independent national markets into a single market is by no means an easy undertaking, especially when the original situation is characterised by a high level of public intervention, as is the case with pharmaceuticals.

Traditionally, pharmaceutical marketing and pricing have been strictly regulated in Spain and many other European countries. In Spain, price controls are based on the industrial price of the products, which in turn determines the wholesaler and pharmaceutical margins, and thus the price to consumers. In theory, the industrial price should reflect the production cost of the drug plus a certain mark-up. In practice, the industrial price has been set by negotiations based on criteria that were far from transparent, and prices could not be assumed to have any stable nor predictable relationship with costs.

In response to the EU Transparency Directive issued in 1989, which tried to avoid discriminatory pricing policies within the EU, a revised pricing system was established. In spite of some progress towards objectivity and transparency, prices are still more the result of discretionary decisions and time-consuming negotiations than of an objective and predictable procedure.

Price control has mainly been used as a tool for cost containment, and perhaps also to serve industrial policy objectives, as it appears to have a larger impact on foreign research-based companies than on the local industry. In part, this is because the absence of product patents in Spain before 1992 allowed Spanish non-research-based companies to copy and market drugs developed elsewhere at a lower cost than the innovator companies.

Price control has traditionally kept Spanish prices well below those prevailing in most European countries. The same can be said of other EU countries like France, Belgium, Portugal, Italy or Greece. The existence of price differentials was not a major problem as long as the drug market was segmented in national markets. Innovators were willing to market the same product at different prices in different markets as long as



the price covered the direct production costs. The countries with lower prices contributed a lower share to the recovery of fixed costs, i.e. research and development, while enjoying the same benefits as those that paid higher prices. This situation was not necessarily detrimental to the research-based companies, until the progressive abolition of trade barriers among EU countries created the incentives for parallel trade.

This parallel trade has existed for several years, although its precise amount is not easy to quantify. The main exporting countries have been those with lower prices - France, Belgium, Italy and Greece. Spain was not among them until 1995. Product patents were introduced in Spain in 1992, but because protection was not made retrospective, drugs patented elsewhere before that date will never enjoy patent protection in Spain. To protect the rights of patent holders, article 47 of the Adhesion Treaty of Spain to the EU temporarily ruled out the free trade of chemicals and pharmaceuticals until December 1995. After that date Spain, together with Portugal, joined the club of potential parallel exporters. It was assumed that, after that period, Spanish prices would have risen closer to European levels and would not spur parallel exporting from Spain. This has not

happened, for several reasons, and multinational companies now face the possibility of having to cope with a flood of parallel exports from Spain that may partly replace those from other countries.

Who benefits from parallel exports? Not, it seems, consumers and third party payers. Parallel trade does not seem to significantly reduce the price in the importing country. Moreover, innovators may be compelled to stop supplying the exporting country at the prevailing low prices, because their losses in importing countries may outweigh the gains from opening a new market. Low price countries may finally be forced to import the products at a higher price than they otherwise would. Finally, the repackaging, relabelling, and transporting of the drugs involved is a wasteful duplication of resources and a net loss for society as a whole. It seems in the end that the benefit of parallel exports accrues mainly to the companies undertaking parallel trade.

Many countries have fundamentally relied on price controls to contain pharmaceutical expenditures. This is not likely to be a feasible approach in the future because different national prices directly contradict the very idea of a European Single Market, and are therefore not likely to be maintained indefinitely. Instead, health authorities will probably have to turn towards reimbursement strategies and other expenditure control policies that do not conflict with the rules of a competitive market.

Professor Joan Novra is Associate Researcher at the Institut de Salut Pública de Catalunya, Universitat de Barcelona, Barcelona, Spain.



## Europa • Michael Stürmer

## When two become three

European progress depends on successful ties between London, Paris and Bonn

Within the past few weeks the political landscape of Europe has changed almost beyond recognition. In Britain a new Labour government has been voted into power, its landslide parliamentary majority far exceeding its electoral success. In France, the snap elections called by President Jacques Chirac heralded the defeat of the conservative majority in the first round of voting and brought confirmation of the left's victory in the second round. What does all of this mean for Europe?

First and foremost, Britain is once again an effective participant in European affairs, with a role to play in institutional changes, the shape of European security and the fate of the euro. The planned single currency.

While in substance the British position is not likely to change profoundly, the new government has made things both easier and more difficult for its continental partners. Adopting a softer tone, London will be firm on essentials.

Thus, while the UK is no longer marginalising itself, it can no longer be marginalised by others. In fact, Mr Robin Cook, the foreign secretary, has made it clear that he wants Britain to be part of the Paris-Bonn intimacy. This amounts to an extension of the Franco-German pairing into ménage à trois.

The already troubled introduction of the euro will be made no easier. This is not only because British doubts have to be taken more seriously. The new French government must also take into account serious misgivings within its electorate about austerity measures required to meet the Maastricht criteria for economic and monetary union.

Most European governments have been trying to hide the harsher implications of the euro from their electorates. The French elections have shown this cannot be done.

Notable differences of



Kohl and Chirac: different approaches to Emu by France and Germany may take fizz out of the relationship

opinion between France and Germany, highlighted by Mr Karl Otto Pöhl, the former Bundesbank president, in January, will also put a serious burden on Emu. These differences amount to matters of faith.

On the French side, the common currency is predominantly seen as a political instrument. The Germans, on the other hand, insist that the Maastricht goals must be met with only a limited amount of creative accounting, including by Germany itself. Their attitude has been fortified by the Bundesbank which has resisted the government's attempts to mobilise the gold reserves to meet the Maastricht criteria.

The resignation of Mr Alain Juppé, the French prime minister, after the first round of elections was an admission that the French government had gone to the brink of what it could impose on the electorate in terms of austerity and discipline. Now the chips are down, the euro will be the result not so much of stringent criteria but of a test of will between Germany and France.

Germany cannot ignore the argument that monetary union would carry more weight if it comprised most European Union members. But neither can Bonn ignore the fact that, by letting the Maastricht criteria slip or by using too much creative accounting, it risks alien-



among Europeans - in particular between France and Germany - such as over the mechanics of admitting new members into the EU.

Behind these differences of opinion lurks the German vision that the objective should be some kind of meaningful and manageable political union while the French, in this respect, seek to keep all their options open, binding the Germans while not binding themselves.

On this, once again, Paris and London have common ground in their scepticism over the EU common foreign and security policy - which is, most aptly, GASP.

While the Germans and some members of the European Commission still cling to the original Maastricht concept of European policy forming the core of political union, for London and Paris a degree of policy co-ordination will do.

For them, keeping an independent national voice in world affairs, pursuing post-colonial interests independently and occupying the permanent seats on the United Nations Security Council is more important than having a combined role on the international scene.

After the changes in the electoral landscape of Europe, and with more to come, the euro may still be a bridge. But effective political union now appears to be a bridge too far. This unbalanced state of affairs will not make life after the euro easy, let alone render relations between Bonn, Paris and London harmonious.

In the foreseeable future Europe's *modus operandi*, therefore, will have to be distinctly intergovernmental, with countries united by a quest for growth, the defence of the euro, the unforgiving challenges of international insecurity and accommodation of the newcomers queuing to join the EU. If these challenges are to be met, there will have to be a smooth relationship within Europe's new *menage à trois*.

Michael Stürmer is director of Stiftung Wissenschaft und Politik, a German foreign affairs and defence policy institute.



## FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL  
Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700

Friday June 6 1997

## An Irish conundrum

At every election since 1973, Irish voters have turned out to elect the government in office. It has become something of a ritual. If the opinion polls are right, it could well happen again after today's election, with a two-party coalition headed by Mr Bertie Ahern's Fianna Fáil replacing the three-party "rainbow" coalition headed by Mr John Bruton's Fine Gael. Any other result would be a surprise.

And yet this government, an unlikely combination of the conservative Fine Gael, the centre-left Labour party, and the rather more radical Democratic Left, does not deserve to be defeated. It is presiding over a remarkable economic performance, with annual growth averaging more than 7 per cent in the last three years, employment up by 12 per cent in the same period, and inflation running at around 1.5 per cent.

According to a different measure, the satisfaction rating of the government is at a record. It is certainly not all over as the voters head for the polls. Ireland's complex but scrupulously fair system of proportional representation means that it is not first preferences - as reflected in the opinion polls - which will determine the outcome, but the second and third preferences which count. For the first time, the ruling coalition has run its campaign as

just that - a three-party team appealing for supporters to cast their vote tactically, giving all three their top preference. It is a gamble which might just work.

Mr Ahern of Fianna Fáil has been the more effective campaigner on the hustings, but he came a poor second in the final television debate of the campaign to the normally stolid Mr Bruton, according to most observers. He has also had trouble keeping his proposed coalition partners, the cost-cutting Progressive Democrats, in line. The latter have called for 25,000 public service jobs to be scrapped, to Mr Ahern's acute embarrassment.

There is little to choose between the two sides on economic policy. Both are committed to meeting the Maastricht criteria for the European single currency, for which Ireland already qualifies. As for the Northern Irish peace process, Fianna Fáil can claim to have negotiated the ceasefire, while it collapsed on the Fine Gael watch. That could still count for a few votes on the day, even if both sides are equally determined to get the gunmen off the streets.

The deciding factor will probably be the votes cast for the minority parties. The result will hang in the balance until the final preferences are counted, sometime over the weekend.

## Internet banks

The transformation of retail banking from a business based on bricks and mortar to one based on electronic networks, cash machines, personal computers and telephones is already a cliché. Bankers might like to think they have come to terms with it. But the full force of this trend has yet to be felt.

The latest Ernst & Young study of technology in the financial services industry, reported elsewhere in today's FT, underlines the scale of the change that lies ahead. On the face of it, the most striking aspect of the report is the near unanimity with which banks and asset managers are planning to use the internet to handle transactions, not just provide information.

This is merely a symptom, however, of a broader trend: the shift away from proprietary systems towards industry standard ones. This is in many ways a more profound threat to traditional banking relationships than a mere shift from the high street to cyberspace.

A proprietary electronic banking system, of the sort introduced with limited success by many banks over the past decade, is a simple transfer of existing banking relationships from one medium to another. Paper and branches are replaced with their electronic equivalents, but proprietary electronic systems continue to

enforce customer loyalty.

Standardised systems such as internet browsers and security protocols, or household-name programs from Intuit and Microsoft - offer no such comfort. First, they level the playing field. Rich banks, which have traditionally thrown money at devising systems that will give them a technological edge, no longer possess this advantage. They are likely to be able to offer less capable solutions than the industry standard ones available at a low price to any competitor, no matter how small or new.

Second, the new systems allow customers much greater latitude to switch banks. If their account data is held in a standard format on their PCs, and their potential bankers all use the same sort of internet interface, the inconvenience of switching is much lower. Standardised home-finance programs also allow the customer to take the initiative, by pulling together credit, deposit and transaction services from different providers.

In all these ways, the balance of power between banker and customer shifts to the former's disadvantage. Simultaneously, traditional advantages of banking scale and technology are eroded. Retail banking has changed a great deal in the past decade. But it will change still more in the decade ahead.

## Wrong signal

Yesterday Railtrack came in with some rather good figures. The UK's Labour government responded with a now-customary sneer.

The company, which owns the rail network previously operated by state-owned British Rail, reported a 27 per cent rise in pre-tax profits. Mr John Prescott, the deputy prime minister, said it was falling in its duty to invest enough in its network. He might claim that he was referring to Mr John Smith, the former rail regulator, who wants Railtrack to speed up some types of investment and seeks new powers to make it comply.

However, the government has already shown a persistent desire to intervene in the affairs of regulated industries. This week, Mr Chris Smith, the heritage secretary, tried to force executives of Camelot, the lottery operator, to give up their bonuses, and Mr Prescott recently called in the water industry to discuss future supplies and leaky pipes.

In the case of Railtrack, ministerial comments were seen, because of their timing, to imply that profits were excessive and resulted from a failure to invest. In fact there is little connection between the speed at which Railtrack is implementing its investment plans and its latest profit figures. The latter reflect improved efficiency, increased turnover and property sales. Its operating profit was 14 per cent of turnover, compared

with 13 per cent last year, neither of them unreasonable figures. Investment, at nearly £1bn, was up by 30 per cent and was much higher than under state ownership.

So why the fuss? The popular outcry against big utility profits and excessive bonuses in recent years should not tempt the government into thinking that the answer is more direct ministerial control. Government interference was bad for the nationalised industries and would be worse in a privatised regime.

The remedy against excessive profits or under-investment should be tough but transparent regulation. After a shaky start in some industries, the regulators are generally showing themselves up to the job, and have been increasing their powers under the provisions of existing legislation.

Mr Smith, for example, has been alert to the danger of under-investment by Railtrack and needs no help as yet from the government. Since the company has a strong incentive to meet its 10-year investment targets, the regulator's comments may be like the routine barking of a sheep dog. Ministers only create confusion if they add to the noise. For although utilities must not abuse their monopolies, they also need a stable regime which offers rewards for efficiency and the assurance that the return on long term investments will be safe from political whim.

## Lloyd's is pressing ahead with a restructuring needed to recover business lost to sharper competitors, says Christopher Adams

In the smart offices atop the distinctive Lloyd's building in London, there is a sense of hushed urgency. Mr Ron Sandler, the chief executive, has only a few minutes to talk. He walks over to his desk, picks up a packet of cigarettes and begins to smoke.

Lloyd's has rid itself of the huge losses which threatened bankruptcy, he says, but there are grave shortcomings that must be addressed if it is to win back business lost to competitors. Unless the 300-year-old society, which holds its annual meeting in London today, puts in place essential reforms quickly, it may rapidly cease to be an important participant in the global insurance market.

Lloyd's has long discussed a possible restructuring. But now, in the face of increasing regulatory scrutiny and client concern, it has drawn up definitive plans - and underwriters are pressing for swift action.

"If Lloyd's doesn't clean up its capital structure, it will lose a lot of business," says Mr Robert Hiscox, a former deputy chairman of the insurance market. "It will be left as an underwriter of last resort, writing escrow business which nobody else takes."

The society's recent performance has been mediocre relative to its peers. A decade of highly publicised traumas during which billions of pounds of losses almost destroyed the society has deterred clients and alarmed regulators. Its market share fell between 1991 and 1996, as more nimble competitors grew their incomes by 5 per cent.

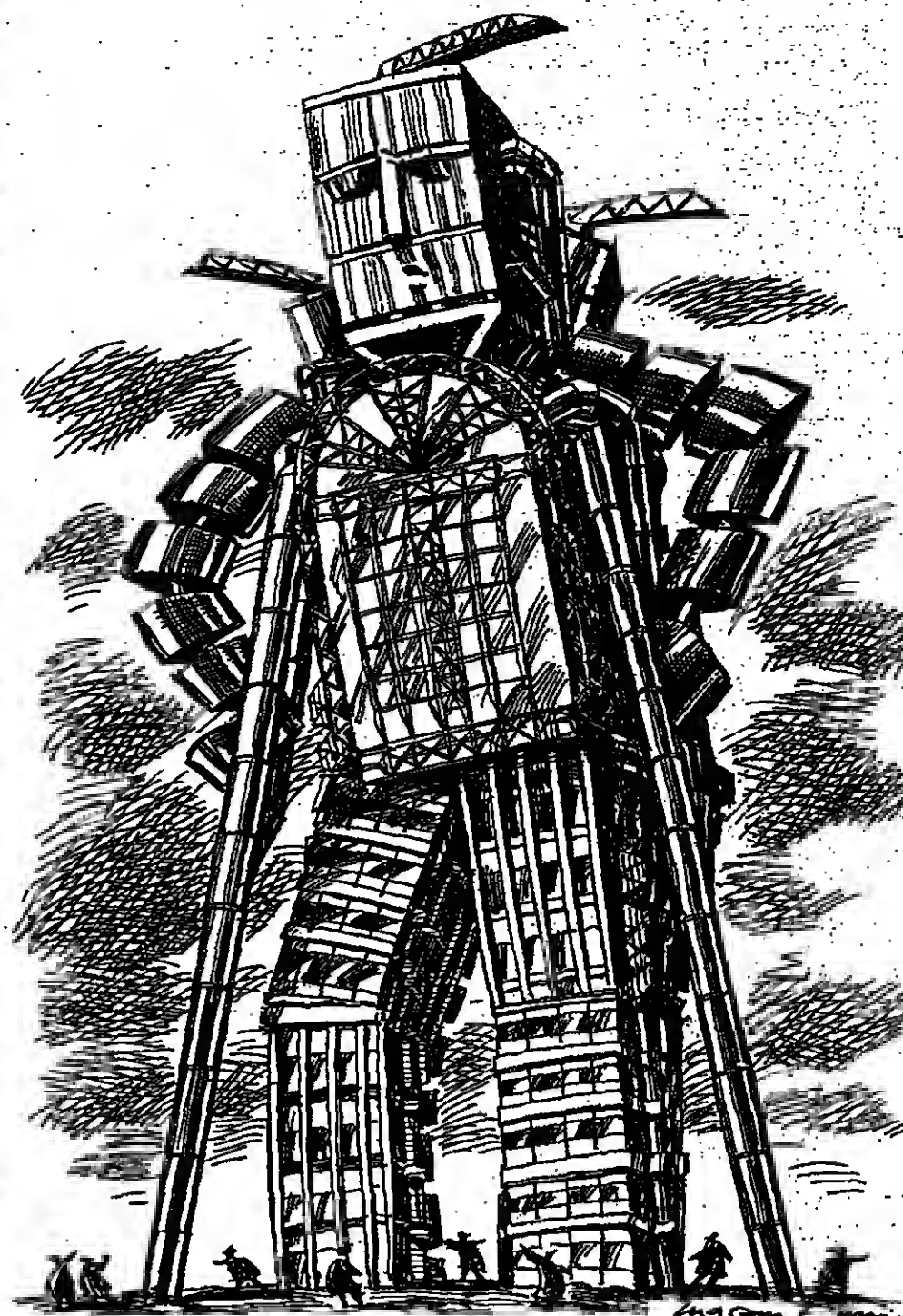
"Lloyd's attracted some negative publicity and it's certainly true it lost some market share," admits Mr Sandler. "Insurance is a business based on confidence. Over the period leading up to the [1996] recovery plan we had to make it quite clear to the membership what the consequences were of failing."

It would be unfair to understate the success of last year's complex plan to restructure Lloyd's past losses. Over 95 per cent of the 34,000 Names - the individuals whose assets have traditionally backed Lloyd's - agreed to the plan and a new company called Equitas took charge in September of more than £11bn in old liabilities.

The society has also bounced back into the black, last week announcing the second consecutive year of profits topping £1bn, following five straight years of heavy losses.

But the recent troubles have inflicted deep wounds. A parliamentary select committee two years ago condemned the system of self-regulation at Lloyd's. It said the market had failed to check the wealth of new Names in the 1980s when profits were booming and it had become fashionable to join the society. It also criticised Lloyd's for not spotting negligent underwriting, which led to a damaging spiral of re-insurance written at dangerously low premiums.

This spiral amplified losses from a series of natural disasters in the late 1980s and early 1990s, leaving many Names unable - or simply refusing - to pay. Some formed action groups, which won several court cases against Lloyd's, and only agreed to the recovery plan after the insurance market made a £3.2bn settlement



offer compensating them for their losses.

Now regulators, as well as existing and potential clients, urgently want to see evidence that Lloyd's is well cushioned against future disasters. In the US, where Lloyd's derives a third of its income and is still fighting a legal battle against Names, regulatory scrutiny is relentless and tougher solvency requirements were unexpectedly imposed earlier this year.

Lloyd's has reacted by moving to strengthen the funds that underpin the policies it issues, requiring Names to put more capital up front. This week it introduced rules obliging Names to show evidence of assets totalling at least 50 per cent of the premiums they support, significantly more than in the past. This, Lloyd's believes, will strengthen its hand in negotiating a strong risk rating from ratings agencies such as Standard & Poor's.

The most immediate task for Sir David Rowland, Lloyd's chairman, is to convince Names at today's meeting that this step is vital. Some Names have threatened to revolt. Influential groups such as the Association of Lloyd's Members have criticised

the reforms, fearing that the pace of change could force Names out of Lloyd's. Last-minute concessions delaying the timetable have softened the blow, but may not be enough to quell all opposition.

Even if Lloyd's manages to sway Names and significantly bolsters its reserves, this alone will not be sufficient to ensure the society's prosperity. Competitive pressures have intensified since completion of last year's recovery plan and premium rates are in freefall. Profits for 1996 and 1997 will be much lower than in 1993 and 1994.

The big reinsurers - companies which for a premium take on some of the risk underwritten by an insurer - are merging into ever larger units. This gives them the financial clout that draws in big contracts for re-insurance, a core Lloyd's business. Lloyd's has also yet to diversify much out of slow-growth markets such as marine and aviation insurance on which it has traditionally been reliant and where competition is fiercest.

It does not have a significant presence in life insurance which, because of the ageing population in developed countries, is expected to offer the best prospects for

growth. Its efforts in the UK motor and household sectors, which it conducts mainly through commission-seeking brokers, are no match for low-cost direct telephone sales.

Meanwhile, new products that place risk on capital markets through techniques such as securitisation are beginning to erode the share of traditional insurance. Furthermore, a wave of mergers among brokers has concentrated the supply of clients in fewer hands.

Managing agents at Lloyd's acknowledge that they have failed to make inroads in certain markets and are ill-equipped to cope with the industry's rapid consolidation. This is likely to get worse, they say, unless Lloyd's own centuries-old system for raising capital each year - the "annual venture" - is reformed.

Unlike conventional insurance companies, which control their own capital, syndicates at Lloyd's rely largely on the support of Names. These can, in theory, withdraw their funds at almost any time, a risk underwriters say, makes long-term decisions difficult.

"I have severe reservations

about the annual venture because it requires judgments to be made at the end of a 12-month period, some of which are impossible to make," says Sir David. "The system does not enable the trading unit to build up reserves or generate its own capital in a business which is going to need capital for long-term investment."

Some managing agents have called for its abolition, arguing that a system of permanent capital under which Names bought shares in their companies on a limited liability basis could increase profits at Lloyd's by some £300m annually.

"It's an anachronistic absurdity. There's too much concentration on what suits the Names, but you can't run a business on that basis," says Mr Hiscox.

Centrally-led reform of the annual venture is unlikely to be rapid, however, since there is strong support for the present system from other members of Lloyd's.

"The annual venture may be anachronistic but it is also fluid and dynamic," says Mr Graham McKean of Ballantyne, McKean and Sullivan, the insurance broker. "Some of the defining characteristics of Lloyd's are based on a capital structure that is not wholly corporate. The people who make the decisions are accessible, making Lloyd's the antidote to faceless insurance companies."

Names have little incentive to change. They have for many years enjoyed high returns and tax advantages from their trading activities. Tough new capital requirements are already difficult to accept, and conversion from unlimited to limited liability would erode some of their benefits.

The transformation of Lloyd's into a modern-style business with permanent capital has, however, already begun. Corporate capital has been strengthening ties with the agents that manage syndicates, threatening to squeeze out Names and enabling underwriters to win direct control over the capital that supports their businesses.

Sir David believes that those market forces will mould the future shape of Lloyd's. But, equally, he is concerned that the diversity on which its reputation is based remains intact. Above all, there should not be "too much concentration of power in one place", he says.

Lloyd's may eventually seek to impose limits on the extent to which any one insurance group or investor can dominate the society, he says. While reform of the annual venture will certainly come, this may be preceded by a series of half-way measures.

Next year, corporate capital is likely to be supplying Lloyd's with more than half the funds it needs to write insurance, compared with 44 per cent in 1996. This would leave Names who oppose the changes that are sweeping the society in a weaker position from which to mount a convincing attack.

Today's annual meeting will probably be their last chance. But Lloyd's may simply listen to the fears of the Names and then press on with modernisation regardless. The last thing Lloyd's can afford is a messy compromise.

## OBSERVER

## Ma breaks through

No surprise that a former Chinese ambassador to Britain has been named to head Beijing's sparkling new foreign ministry office in Hong Kong. But it is Mr Yunbin who will represent the mainland in the city, rather than Wang Ruoshan, his successor in London, who had been considered the favourite for the Hong Kong job.

Credible and cosmopolitan, Ma is seen as a formidable operator and adept at parrying difficult questions. Just as he handles his duties with a firm hand, he is also more creative than the average Chinese, was one verdict. A recent stint in the information office of the state council - China's cabinet - has honed his contacts.

Ma's skills might well be tested, not just by the complexities of the handover, but also by the rivalry with the news agency Xinhua, which is China's *de facto* embassy in Hong Kong. The foreign ministry office is set to assume the international affairs duties now handled by Xinhua and is also expected to handle issues relating to Taiwan.

The gloomy air around Xinhua's drab headquarters suggests that the ministry has been getting the upper hand at last. If buildings are anything to

go by, the two new gleaming towers that will house the foreign ministry suggest Ma may well be Beijing's main man south of the border.

## Palace coup

Shaking Constantine of Greece isn't going to get the palace back and any further give up the Greek diplomatic passport he has used unofficially since the monarchy was abolished in a 1974 referendum. A tribunal of 15 judges has upheld a law passed three years ago by the fiercely republican Socialist government stripping him of his citizenship and what remained of his modest estates.

Constantine lives comfortably in London, thanks to the generosity of John Latsis, the millionaire Greek shipowner who has also entertained British royals for holidays aboard his luxury yacht. Latsis was involved in the deal under which Constantine handed over more than \$6m in long-overdue inheritance taxes to the Greek finance ministry five years ago to back his bid to recover the palace.

Some ex-colonialists who remember the two dispirited palaces wonder what all the fuss was about. Mon Repes - now to become the cultural centre for the Greek of Cyprus - was small and uncomfortable, though it

had a private beach and an ancient Greek temple in the garden. That, a much-revived Athens, is such a disaster that it should probably be pulled down. Dispersed leftwingers have piled there and rifting cube send customers clattering through the royal cemetery in its grounds.

## Press pass

Foreign journalists in Cuba have been presented with a Foreign Ministry resolution stating that if they don't write "objectively" or don't report "the facts" about the communist rule, their accreditation may be withdrawn.

This continues existing unwritten practice: the authorities have always left free to warn or expel correspondents whose reporting they didn't like. But back in the ministry resolution, which has legal force, will encourage the authorities to enforce their view of "objectivity" - that Cuba is the innocent target of Yankee imperialism - and all opponents of President Fidel Castro are counter-revolutionaries in the pay of Washington.

Such is the Cuban commitment to disseminating information that the resolution just released to correspondents was signed by foreign minister

Rolando Roberto back in February. The official line is that it's been at the prime

## Trouble in view

Reinhold Holmboe, the new US envoy to Cyprus, is probably best known for knocking heads together with the Greek Cypriot leader but he is no stranger on the "strong opinions that divide Cyprus from Greece. He has helped defuse tensions between Greece and its northern neighbours and last year's Greek Cypriot election.

But the tensions of south-east Europe can be a headache, even for a man with Holmboe's hard-driving, workaholic style. Visiting a war-torn area, Athens last year, he fought to relax for a moment after some intense geopolitical discussions in a bid to change the subject. He complimented the waiter on the lovely view of the sea. Back came the reply: "But don't you realise, Mr Holmboe, the Aegean is under threat."

## Smoke screen

European ministers listening yesterday to the English translation of a debate on tobacco consumption and women's health heard that "nowadays women are drinking more than men".

## 50 years ago

Marshall Spear to Europe. Washington, the US Secretary of State, Mr George C. Marshall, has appealed in a speech at Cambridge, Mass., to European nations to unite in planning recovery. His speech is regarded in diplomatic circles here tonight as marking the adoption of official US policy of a much discussed plan to put aid to European countries on a continental instead of an individual basis. "It would be neither fitting nor efficacious," he said, "for this Government to undertake to draw up unilaterally a programme designed to place Europe on its feet economically. This is the business of Europeans. The role of this country should consist of friendly aid in drafting a European programme."

Empire builder. (Adapted from) Through twenty-five years of achievement as Australia's international prime minister, has played a major role in British Air supremacy. Partner with B.O.A.C. of the Kangaroo service to Australia. Quanta helps strengthen the bonds of Empire. Quanta Empire Airways Association with British Overseas Airways Corporation.



## 30







## COMPANIES AND FINANCE: EUROPE

## Investors try to block Eurotunnel plan

By Andrew Jack  
in Paris

A group of institutional investors is launching a proxy campaign in an effort to block the restructuring proposed last week by Eurotunnel, the operator of the Channel tunnel.

The action could jeopardise the \$9bn (\$5.5bn) debt restructuring under negotiation, and force Eurotunnel's banks to take a larger debt write-off and modify the company's equity to preserve the powers of existing shareholders.

The campaign is being co-ordinated by Ms Sophie L'Hélias, of Franklin Global Investors Services.

the French corporate governance consultancy. Ms L'Hélias helped rally enough investors at Eurotunnel's annual meeting last year to form a blocking minority.

"We are going to vote no to the proposals," she said. "We are fundamentally opposed to them. This is not an emotional reaction but a rational, reasoned analysis. Either we roll up our sleeves and come up with a new plan, or the company goes bankrupt."

She argued that with the support of her institutional investor clients - which she would not name - and more than a month to rally individual shareholders ahead of an

extraordinary meeting on July 10, there was a strong chance that the proxy campaign could obtain sufficient votes to block the deal.

The restructuring plan requires the approval of two-thirds of shareholders, as well as all 174 creditor banks.

Mr Patrick Ponsolle, Eurotunnel chairman, has called on investors to support the deal as the best option. However, the analysts by Ms L'Hélias and her clients suggest that the plan simply lengthens the pay-back period on the debt. She wants the banks instead to write off 25 per cent of the total, which she argues would cost them

nothing since they have already made provisions far in excess of this amount.

Ms L'Hélias is also calling for the banks to withdraw their so-called "right of substitution" - which gives them the right to appoint another operator of the tunnel in place of Eurotunnel until they have been fully reimbursed.

She wants Eurotunnel to create a new category of shares for the banks, which will become investors under a debt-for-equity swap, with any future votes requiring the support of both categories of shares. This will ensure that existing shareholders maintain some

power after the restructuring. In addition, she wants to create a committee to oversee the restructuring, and to ensure that the Eurotunnel board includes a number of directors who are independent of the banks.

● The number of passengers using the Eurostar train service through the Channel tunnel in May rose 15 per cent compared with May last year, to 491,457, according to figures released yesterday. The number of tourist vehicles using Le Shuttle rose 1.3 per cent over the same period, to 155,558.

See Lex

## H&amp;M listing downgrade hits market value

By Greg Melvor  
in Stockholm

Some foreign institutions may be forced to sell their stakes in Hennes & Mauritz after the Swedish fashion retailer yesterday downgraded its Stockholm stock exchange listing in protest at new domestic tax rules.

The company, a darling of the Swedish stock market in the past two years, is the most prominent of several A-listed companies recently seeking to join the bourse's "O", or unregistered, list.

H&M's market value tumbled 7 per cent yesterday following the news. The company, which has a large chain of stores across Europe, was the second-most heavily traded stock in Stockholm, falling SKr18.50 to SKr234.50.

H&M's move could affect the level of foreign investment in the company, currently running at about 20 per cent of its stock. Some foreign institutions, particularly US mutual funds, are barred from investing in companies which do not have a full stock exchange listing.

Last year the government decided to extend the wealth tax to cover 100 per cent of individuals' shareholdings, up from 75 per cent. The wealth tax rate is 1.5 per cent. H&M said this meant Mr Persson could face a total tax burden of more than his annual income. This would force him to reduce his stake in H&M to pay his annual tax bill, the company said.

Mr Jan Jacobson, chief financial officer, admitted there was a risk of lower liquidity in the shares if foreign investors were forced to sell stakes. But he added: "Companies listed on Nasdaq, the US over-the-counter market, do not have a full listing and they seem to manage fine so why shouldn't we?"

Mr Thomas Ostros, Sweden's taxation minister, yesterday rejected calls for a review of the rules.

## Belgium backs creation of 'super utility'

A Tractebel-Electrabel union has been mooted, but questions arise about loss of national control

Belgium has not, so far at least, got its Big Bank. But perhaps it may get its Big Utility.

The government has made clear since 1996 that it would like to see two or more Belgian banks merge into a *Grande Banque Belge* with the weight to compete internationally in a single-currency Europe.

Despite intense speculation, the most likely merger, of Générale de Banque and Banque Bruxelles Lambert, has been blocked by shareholder opposition.

Now the government has made public its support for a merger of two of Belgium's biggest companies, Tractebel and Electrabel, to create a super-utility capable of competing in the soon-to-be-liberalised European energy market. This time, analysts think it could happen.

A merger of Tractebel, the utility and industrial services group, with Electrabel, the electricity group, which is already Belgium's biggest company by capitalisation, would create a Bfr500bn (\$14bn) utilities giant.

The commercial logic is clear. Tractebel, capitalised on Wednesday at Bfr213bn, has an international portfolio spanning electricity and gas, industrial services, engineering and property.

But it already owns 39 per cent of Electrabel, capitalised at Bfr123bn, and electricity generation in Belgium

and elsewhere accounts for two-thirds of its revenues.

A merger would allow the powerful cash flow from Electrabel's Belgian activities to be channelled into Tractebel's aggressive international expansion. It has power and gas projects in 16 countries including Argentina, Kazakhstan, Chile and Hungary.

Whether the global player that emerged would be controlled by Belgium or France is, however, less certain.

Tractebel's ultimate parent is France's Compagnie de Suez, which controls the Belgian utility via its stake in Société Générale de Belgique, Belgium's biggest holding company.

The merger of Suez and French utility Lyonnaise des Eaux, due for completion on June 19, has provoked Belgian concerns about a possible conflict of interests.

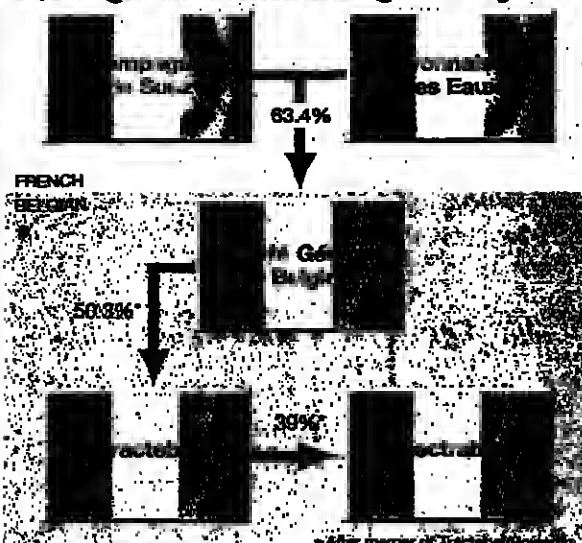
Although the overlap between the Tractebel and Lyonnaise utility businesses is limited mainly to waste management, the Belgian government fears Tractebel's expansion could be curtailed in favour of its French co-parent.

It was at a meeting in March with Mr Gérard Mestrallet, Suez chairman, and Mr Etienne Davignon, SGB chairman, to discuss these concerns that Mr Jean-Luc Dehaene, Belgian prime minister, proposed a Tractebel-Electrabel merger - news of



Prime minister Jean-Luc Dehaene: proposed merger

## Power games: French &amp; Belgian utility links



which leaked out this week. "The prime minister said they should think about a merger, to safeguard Belgian interests and the autonomy of Tractebel," his spokeswoman said.

Tractebel has already taken steps to preserve its autonomy. It will announce new independent directors and changes in its statutes at its annual meeting this month.

It has launched a merger with its two-thirds owned subsidiary Powerfin - previously the vehicle for its international activities -

that will dilute SGB's, and hence Suez's, stake in Tractebel from 65 to 60.3 per cent. But a mega-merger with Electrabel would dilute Suez-SGB's stake further to about 25 per cent - and here may be the sticking point.

Suez and SGB issued a joint statement on Wednesday confirming they had "no objection in principle" to a Tractebel-Electrabel tie-up, but would expect SGB to maintain "majority control".

That would remove one of the main incentives for a link, at least for Tractebel and the Belgian government. It would leave the suppos-

edly Belgian super-group controlled by French parents - even though the Belgian group would be the bigger of the two.

It would not, however, affect the overall logic of the deal, and analysts suggest the Belgian groups would in any case be better able to defend their interests if they united.

SGB also indicated that its price for supporting a merger would be for the Belgian government to end the fixing of Belgian electricity and gas prices by a four-person monitoring committee. That would be an impor-

tant prize for Electrabel, which says price cuts imposed by the regulator last April will knock Bfr1.3bn off its annual revenues.

The government has no stake in either Tractebel or Electrabel which would enable it to apply pressure for merger. All sides insist no talks have been held, but insiders suggest a feasibility study may soon take place.

A Tractebel-Electrabel merger would complete the process of transforming Tractebel from holding company to operational group. And that, after the recent division of the assets of Belgium's fourth largest holding company, Gevaert, between the third largest, Almanni, and fifth largest, Cobepe, could prompt further consolidation in Belgium's labyrinthine network of holding companies.

It could similarly pose questions about the role of the once-mighty SGB, which would be little more than an extra shareholding layer between two powerful groups.

"SGB these days is just a parking lot for various Suez holdings," says a senior Belgian banker.

If Tractebel swallowed Electrabel, suggest some analysts, it might end up digesting SGB as well.

Neil Buckley

## Alitalia set to sell Malev stake

By Kester Eddy in Budapest

The Hungarian privatisation agency is seeking government approval to repurchase a 30 per cent stake in Malev Hungarian Airlines held by Alitalia, the Italian flag carrier.

Alitalia paid \$77m for the shares in late 1992 but the partnership has not flourished. "The two airlines do not have much to offer each other. Alitalia has enough internal troubles and Malev

is pretty problematic," said Mr Pal Szabo, the agency's managing director.

He said Alitalia had agreed to pull out, subject to negotiations on a buy back price. The agency then intends to re-privatise Malev, partly through a public offering.

Malev had 1996 pre-tax profits of Ft438m (\$3m) last year on income of Ft55.6bn. The number of passengers flying with the airline rose 21 per cent in 1996 from the 1995 total of 1.3m.

FT

## ASIAN BONDS

Growing Fixed Income Markets Conference

14-15 July 1997  
Bangkok

Asian domestic bond markets are tipped to play an increasingly important role in raising capital in the region's growth economies. This two-day conference will bring together top industry speakers and senior level delegates - representing both issuers and investors - in a forum that will present a detailed analysis of the current Asian bond market status as well as discuss its prospects for growth.

## Top industry speakers include:

Mr Chatu Mongkol Sonakul, Permanent Secretary,  
Ministry of Finance, Bangkok, Thailand

Dr R H Patil, Managing Director,  
National Stock Exchange, India

Mr John Chu, Chief Investment Officer,  
AIA, Hong Kong

Mr Wong Fook Wah, General Manager,  
Rating Agency Malaysia

Mr Mitchell Shivers, President Director,  
Merrill Lynch, Indonesia

Ms Jocelyn Panada, Senior Vice President  
& Chief Financial Officer, All Asia Capital Trust,  
Philippines

Endorsed by Thailand's Securities and Exchange Commission and the Bond Dealers Club

To Register NOW fax this form to FT Conferences on +(65) 323 4725

ASIAN BONDS - Growing Fixed Income Markets Conference  
14-15 July 1997, Bangkok

Mr/Ms First Name _____ Surname _____ Position _____ Company/Organisation _____ Address _____ City _____ Postal Code _____ Country _____ Tel _____ Fax _____ E-mail _____ Type of Company _____		Registration Fees <input type="checkbox"/> Please reserve _____ place(s) at the rate of US Dollars 1995.00. (Three or more delegates registering from the same company will receive a 10% discount.) <input type="checkbox"/> Please invoice me. <input type="checkbox"/> Cheque enclosed made payable to Pearson Professional (Singapore) Pte Ltd. Please charge my: <input type="checkbox"/> VISA <input type="checkbox"/> Mastercard <input type="checkbox"/> AMEX <input type="checkbox"/> Diners Card No. _____ Exp date _____ / _____ Signature _____ Date _____ <input type="checkbox"/> Please send me details on other FT Conferences.
---	--	---

Or register by post to: Samantha Ledger, FT Conferences Asia Pacific  
159 Telok Ayer Street, Singapore 068614. Tel: +(65) 323 6373. Fax: +(65) 323 4725

## THE MALAYSIA CAPITAL FUND LIMITED

International Depositary Receipts (IDRs)

issued by

Morgan Guaranty Trust Company of New York

Notice of Extraordinary General Meeting

Notice is hereby given that an Extraordinary General Meeting of The Malaysia Capital Fund Limited (the "Company") will be held at the office of Messrs PricewaterhouseCoopers (PwC) Limited, British American Centre, Phase 3, Dr Roy's Drive, Grand Cayman, Cayman Islands, British West Indies on 27th June 1997 at 10.30 am for the purpose of considering, and if thought fit passing, the resolution set out below as a Special Resolution:

"That the Company be wound up in accordance with Article 127 of the Articles of Association of the Company and that the Directors be and are hereby authorized to take all steps necessary or desirable to effect the winding up of the Company."

Continuation of the Company

Article 127 of the Articles of Association of the Company requires the Directors of the Company to convene an extraordinary general meeting of the shareholders of the Company to be held during the month of June 1997 to consider a special resolution to wind up the Company. If the shareholders decide not to wind up the Company at the June 1997 extraordinary general meeting then in accordance with Article 129 the Company will continue in existence and the Directors shall convene an extraordinary general meeting in June 2004 to reconsider a resolution to wind up the Company.

Directors' Recommendation

Although they are required to propose the special resolution, the Directors are opposed to the winding up of the Company and recommend that shareholders should vote against the Special Resolution.

Your Directors recommend to continue the existence of the Company as given its strong performance. The Directors believe the Company continues to offer an attractive route for investment in Malaysia.

The performance of the Company has been very rewarding to shareholders over recent years. Not only did the Company manage to increase the Net Asset Value per share by 29% over the last two years, the Company also outperformed its benchmark, the Kuala Lumpur Composite Index. In the current financial year, ending 31st March 1997, the Company's Net Asset Value per share has risen by 14.6%. This compares favourably with the rise in the Kuala Lumpur Composite Index of 7.0%. The broader EMAS Index rose 11.1% in the same period. (All percentages mentioned are based on US dollar figures).

By Order of the Board  
Messrs PricewaterhouseCoopers (Asia) Limited  
Assistant Secretary

Registered Office:  
PO Box 2003, British American Centre,  
Phase 3, Dr Roy's Drive, Grand Cayman,  
Cayman Islands, British West Indies

## VOTING ARRANGEMENTS FOR IDR-HOLDERS

IDR-Holders who wish to vote must follow the following procedure:

If the IDRs are held in an account with Euroclear or Cedeo, IDR-Holders must contact Euroclear or Cedeo instructing them to block the IDRs in the IDR-Holder's account until conclusion of the meeting and specify the manner in which the votes attributable to the IDRs should be cast.

If the IDRs are not held through Euroclear or Cedeo, IDR-Holders must ensure that their voting instructions, together with either their IDRs or their bank's confirmation of deposit (including IDR serial numbers), reach the Depositary at the latest on June 20th 1997 at the address given below (in accordance with the Depositary's instructions).

Copies of a circular from the Company containing the Notice of Extraordinary General Meeting are available from the Company's registered office and the Depositary at the address indicated below.

Depositary: Morgan Guaranty Trust Company of New York  
35, Avenue des Arts, 1040 Brussels

JP Morgan

NOTICE OF INTEREST RATE CONVERSION  
International Bank for Reconstruction  
and Development

(the "Bank")  
Italian Lire 200,000,000,000  
Variable Rate Notes due 2001 (No. 01)  
(the "Notes")

NOTICE IS HEREBY GIVEN that, pursuant to Condition 6(e) of the Terms and Conditions of the Notes and Condition 13(b) of the Pricing Supplement dated June 21, 1994, the Bank will exercise its option to convert the interest basis of the Notes to 6-month Euribor (1Y) Libor, effective June 28, 1997.

INTERNATIONAL BANK FOR RECONSTRUCTION  
AND DEVELOPMENT  
By: Morgan Guaranty Trust Company of New York  
as Global Agent

Dated: June 6, 1997

## Templeton

Templeton Global Strategy Funds  
Société d'investissement à capital variable  
26, boulevard Royal, L-2449 Luxembourg  
R.C. B 35 177

Shareholders of Templeton Global Strategy Funds (the "Company") are hereby informed that the Board of Directors of the Company has determined that the Templeton American Fund (the "Fund") will be renamed Franklin Mutual Beacon Fund and that its investment objectives and policies will be amended, with effect from July 7, 1997 (the "Conversion Date").

After the Conversion Date, the main features of the Fund will be as follows:

- The primary objective of the Fund will be capital appreciation. A secondary objective will be income. The Fund will pursue its objective primarily through investments in common stock and preferred stock as well as debt securities and securities convertible into common stock (including convertible preferred and convertible debt securities). The Fund will have no pre-set limits as to the percentage of its portfolio which may be invested in equity securities or debt securities. Generally, at least 70% of the Fund's assets will be invested in securities of U.S. issuers. The opinions of the Investment Manager (see below) are based upon analysis and research, taking into account, among other factors, the relationship of book value (after taking into account accounting differences among countries) to market value, cash flow, multiple of earnings, of comparable securities, credit worthiness of issuers, as well as the value of collateral securing a debt obligation, with the objective of purchasing equity and debt securities at below their intrinsic value. The Fund will also seek to invest in the securities of companies involved in mergers, consolidations, liquidations and reorganizations or as to which there exist tender or exchange offers, and may participate in such transactions. Within the limits established by the investment restrictions, the Fund may purchase individual securities, both secured and unsecured, of debt companies in reorganization or financial restructuring.
- Such indebtedness may be in the form of loans, notes, bonds or debentures. The base currency of the Fund will be U.S. Dollars.
- It is anticipated that under normal circumstances distributions will be made annually in the case of the Shares relating to the Fund.
- Franklin Mutual Advisers, Inc. will act as investment manager (the "Investment Manager") to the Fund.
- The Investment Manager will receive from the Company a monthly fee equivalent to 1.50% per annum of the Fund's average daily net assets during the year.
- The Shares of the Fund will be offered as Class A and Class B Shares and will be available in registered and bearer form (Class A Shares) or in registered form only (Class B Shares).

Shareholders who do not concur with these changes may, from June 6, 1997 and until the Conversion Date, continue to request, free of charge, the redemption of their Shares of the Fund or the exchange of such Shares into Shares of other Funds of the Company, details of which can be found in the current Prospectus (provided that such Funds have obtained recognition for marketing in the Shareholders' jurisdiction).

For further information, Shareholders are invited to contact their nearest Templeton office:

Edinburgh Tel: (41) 69 272 33 272 Tel/Fax: (41) 69 272 33 130 0800 303 300 International (44) 131 469 4000 Fax: (44) 131 228 4000	Frankfurt Tel: (49) 69 272 33 272 Tel/Fax: (49) 69 272 33 130 0800 303 300 International (44) 131 469 4000 Fax: (44) 131 228 4000	Hong Kong Tel: (852) 2771 7733 Tel/Fax: (852) 2771 5401 0800 303 300 International (44) 131 469 4000 Fax: (44) 131 228 4000	Luxembourg Tel: (352) 46 46 67 212 Tel/Fax: (352) 22 21 60 0800 303 300 International (44) 131 469 4000 Fax: (44) 131 228 4000
---	---	---	--

The Board of Directors

## NOTICE OF EARLY REDEMPTION

To the Holders of Den norske Bank ASA

(the "Bank")

U.S.\$50,000,000

Subordinated Floating Rate Notes due 2002

(the "Notes")

NOTICE IS HEREBY GIVEN that in accordance with Condition 6 (c) of the Notes, the Bank will redeem all of the outstanding Notes at par on the Interest Payment Date falling on July 4, 1997.

Consent for this early redemption has been obtained from the Banking Insurance and Securities Commission of the Kingdom of Norway, as required under Clause 6 of the Forty-Ninth Supplemental Trust Deed constituting the Notes.

June 4, 1997, London  
By: Citibank, N.A. (Corporate Agency & Trust) through its Agent: CITIBANK



## COMPANIES AND FINANCE: EUROPE

## EUROPEAN NEWS DIGEST

## Outokumpu sees full-year advance

Outokumpu, the Finnish mining and metals group, forecast "markedly better" full-year profits for 1997 and announced a sharp improvement in four-month profits. Pre-tax profits rose from FM305m to FM502m (\$96.6m) as the group benefited from growth in its main base metals and stainless steel operations. Outokumpu, hit last year by a big fall in stainless steel prices, said market conditions and prices had improved in the first four months. Prices were still well below levels in the same period last year, but seemed likely to rise during the rest of the year.

Group turnover was FM6.2bn, against FM5.8bn. Outokumpu said growth was broad-based but fastest in the US, south-east Asia and China. Growth in metals consumption, which has been depressed by a sluggish economy, resumed.

Greg McIvor, Stockholm

## Auditors say loan saved BA unit

Deutsche BA, the German division of British Airways, faced bankruptcy at the end of the last financial year but was saved by a loan from its British parent, according to an internal auditors' report leaked to the German press.

According to the report by Ernst & Young, Deutsche BA faced debts of DM277m (\$160m) by the end of the 1996 financial year, but British Airways stepped in with a DM340m interest-free loan to help save the company.

This is the first time that figures showing the losses faced by Deutsche BA have come into the public domain. The company has admitted that it has been struggling with losses amid fierce competition with rivals such as Lufthansa, the German airline, but has so far refused to give details.

Graham Bowley, Frankfurt

## Brewpole denies sale plan

Brewpole, which is owned by a group of private Australian investors, has denied it is seeking a buyer for its \$200m holding in Ellersberry and Hevelina, two Polish companies which own three breweries in northern Poland and have a more than 16 per cent local market share. Brewpole, which is partnered by Grolsch, the Dutch brewing group, said reports that it was looking to sell out were "absolutely without foundation".

Christopher Bobinski, Warsaw

## Crédit Agricole proposes bid

Crédit Agricole, the French mutualist banking group, has proposed making an agreed bid for control of Bankoa, based in the northern Spanish city of San Sebastián, the Spanish bank said yesterday.

The acquisition of Bankoa, with 33 branches and a current market capitalisation of Pta7.38bn (\$50.2m), would be a further step in the French group's policy of building a presence in Spain through the Basque region. It bought a brokerage business in the region last year. Trading in Bankoa shares, which are listed on the Bilbao stock exchange and the open-outcry market in Madrid, was suspended yesterday by the CNMV securities commission.

David White, Madrid

## Nestlé sales ahead 18%

Sales at Nestlé, the Swiss food group, rose more than 18 per cent in the first four months of 1997 from the year-earlier period, the chairman, Mr Helmut Maucher, said. He expected higher volume growth this year, and was confident Nestlé would meet its profit targets for 1997.

Reuter, Lausanne

## Repsol names new directors

Repsol, the recently privatised oil, gas and chemicals group, yesterday appointed four outside directors to its 15-member board in place of government appointees who represented the former state-owned equity. The move marks a further advance in Spain of the corporate governance principle of protecting the interests of mainstream shareholders. Repsol's new board members include Mr Juan Antonio García Díez, chairman of the Uraltia industrial conglomerate, and Mr Ignacio Bayón, chairman of Citroën Hispania, the French car manufacturer's subsidiary in Spain.

Tom Burns, Madrid

## Vedior debut beats forecast

Shares in Vedior, the Dutch employment services group, made a strong start in Amsterdam yesterday, rapidly rising from the issue price of Ft 39 to Ft 48, much higher than expected by analysts. The shares were bought by majority shareholder Vender International, the Dutch retail company, as part of a corporate break-up. Vender said interest in the Vedior shares had been "overwhelming", coming from both retail and institutional investors, and that the issue had been 30 times oversubscribed.

Barbara Smit, Amsterdam

## KGHM privatisation wins official approval

By Christopher Bobinski in Warsaw

Poland's largest industrial privatisation to date got under way yesterday when the country's securities commission (KPW) approved a prospectus for KGHM Polska Miedz, the copper ore mining and smelting conglomerate which accounts for about 4 per cent of world copper output.

The sale of KGHM, which has been valued by the treasury at between \$1bn and \$1.5bn, is due to start on June 30.

It will come 10 days after the closure of the privatisation of the

Bank Handlowy, one of the country's largest banks. Handlowy stock worth \$660m is currently being offered to foreign institutional investors as well as domestic retail clients and institutions.

The sale of KGHM has a chequered history dating back to the early 1990s when bids by both Western Mining of Australia and Asarco, the US metals group, to become strategic investors in the company were blocked by management and workers despite the government's efforts to complete the sale.

The privatisation only became a

real possibility when plans to bring in an outside investor were dropped and the powerful trade unions in the plant accepted a strategy under which up to 15 per cent of the equity is to be handed to the 20,000-plus workforce.

Under the present offer - in which the government is being advised by a consortium composed of BZW, UBS and the local Wielkopolski Bank Kredytowy (WBK) - the employees will have to retain their stock for two years.

Meanwhile, retail and institutional investors at home are being offered 15 per cent, and up to 25 per cent of the equity will be placed with financial institutions abroad.

Domestic retail investors are being offered a 3 per cent discount on the price paid by institutions.

The stock is to be allocated by July 7.

Merrill Lynch and Robert Fleming are acting as co-lead managers of the sale, and the co-managers include Creditanstalt, Commerzbank and ING Barings.

The sale comes as world copper prices have recovered to about \$2,500 a tonne, with KGHM reporting its present average copper production cost at about \$1,900 per tonne.

Last year KGHM produced 425,000 tonnes of copper.

The company, which also has a potentially lucrative stake in Polkomtel, a cellular telephone operator, reported a 149m zlotys (\$46.6m) net profit last year. This marked a big drop on net profits of 514m zlotys in 1995.

KGHM also produces gold and silver and has begun to invest in Poland's cable manufacturing industry.

Analysts at Merrill Lynch, valuing KGHM at between \$1.1bn and \$1.3bn, predict that production costs at the company will be cut about \$1,430 per tonne by 2000 when the net profit is expected to reach 554m zlotys.

## Break-up talk lifts KPN shares

By Barbara Smit in Amsterdam

Shares in KPN, the Dutch postal and telecommunications company, rose for the fourth day in Amsterdam yesterday as speculation intensified about an expected break-up of the group.

KPN shares closed last night at Ft 78, down from a high of Ft 75.60 in afternoon trading but up 10 per cent since the beginning of the week.

KPN has been studying a potential share split for the past six months and has promised to publish its decision before the end of the year. But speculation about an imminent separation increased yesterday after a report in a Dutch newspaper that Goldman Sachs and McKinsey, the management consultants, had both advised KPN's board to go ahead.

KPN confirmed it had asked McKinsey and Goldman Sachs to evaluate the advantages of a split, but declined to comment on the outcome of the studies and the date of any announcement. "It will come before the end of the year, but only when we are really ready," the company said.

Analysts have argued in recent months in favour of a split. PTT Post, KPN's postal business, once seen as a drag on the company, has gained momentum since it acquired the Australian transport group TNT last year. It now generates about half of KPN's total turnover.

Analysts also predicted that PTT Telecom, KPN's telecommunications arm, would come under increasing pressure in the next few years because of deregulation and falling prices. "The split would give investors the opportunity to buy the promising postal stock without worrying about the telecoms side," said Mr Arjen Dillebe, analyst at MeesPierson. "Besides, there is hardly any synergy between the two branches, so there is absolutely no reason why they should be held together."

## Underlying result hits Orkla shares

By Greg McIvor in Stockholm

Shares in Orkla, the Norwegian conglomerate which is one of the country's biggest listed groups, tumbled yesterday after it reported a dip in underlying profits in its core divisions in the first four months.

Pre-tax profits rose strongly, from Nkr683m to Nkr933m (\$131m), but the increase was based on non-recurring gains.

Operating profits rose from Nkr514m to Nkr633m, but fell 12 per cent when adjusted for one-off items and currencies.

The figures were below market expectations and the most-traded A shares slid Nkr42, or 7 per cent, to Nkr568. Group sales rose from Nkr3.3bn to Nkr3.4bn and earnings per share were Nkr13.50, against Nkr10.10.

Orkla was hit by a sharp fall in profits at its chemicals division. Additionally, its branded consumer goods



New formula needed: chemicals profits fell and pressure on Orkla is seen to be increasing

businesses - centred on its extensive food and beverages businesses - showed sluggish growth.

Analysts suggested the

group - which has a record of strong profitability in recent years - was becoming increasingly exposed to international competition.

Additionally, the beverages division is likely to suffer heavy pressure on margins from the loss of the Nordic licence for production and distribution of Coca-Cola products, which terminated in April, although a severance settlement yielded a Nkr380m net gain for Orkla.

"They will not be able to sustain the growth of the past few years in the next two to three," said Mr Henrik Schultz, consumer goods analyst at Den norske Bank in Oslo. However, Mr Schultz did not believe the company should narrow its operative focus, stressing that margins across Orkla's businesses remained sound.

Operating profits in beverages operations rose from Nkr45m to Nkr73m, while those at the foods division rose from Nkr134m to Nkr140m, despite a fall in sales from Nkr3.4bn to Nkr3.1bn.

In chemicals, the group suffered soft sales of fine chemicals and low specialty pulp prices. Operating profits slid from Nkr153m to Nkr79m on turnover flat at Nkr1.7bn.



## EUROTUNNEL P.L.C.

Registered Office: Cheriton Park, Cheriton High Street, Folkestone, Kent CT19 4QS  
Registered in England and Wales No.1980271

## EUROTUNNEL S.A.

Société Anonyme with a share capital of FRF 9,195,534,190  
Registered Office: 140-144 boulevard Malesherbes, 75017 Paris  
RCS: Paris B 334 192 408

## NOTICES OF GENERAL MEETINGS

These notices are to holders of Units in bearer form and, for information only, to holders of bearer Warrants.

Notice is hereby given that the Annual and Extraordinary General Meetings of Eurotunnel P.L.C. will be held on Thursday 10 July 1997 at 2.30 pm (local time) at the Palais des Congrès, 2 Place de la Porte Maillot, 75017 Paris or as soon thereafter as the Combined General Meeting of Eurotunnel S.A. to be held on the same day and at the same place shall have ended or have been adjourned, for the following purposes:

## EUROTUNNEL P.L.C. (Annual General Meeting)

1. To receive the Directors' Report and the audited accounts.
2. Re-appointment of Patrick Ponsolle.
3. Re-appointment of Robert Malpas.
4. Re-appointment of Philippe Lagayrac.
5. Re-appointment of Christopher Taggart.
6. Re-appointment of Guy de Wouters.
7. Re-appointment of Denis Child.
8. Re-appointment and remuneration of Auditors.

\* Member of the Remuneration Committee.

## EUROTUNNEL P.L.C. (Extraordinary General Meeting)

1. That, subject to and conditionally upon (i) the passing by Eurotunnel S.A. shareholders at the Combined General Meeting of Eurotunnel S.A. to be held at the Cercle National des Armées, 8 Place Saint-Augustin, 75008 Paris at 9.30 am (local time), on 24 June 1997 at 9.30 am (local time), or at any adjournment thereof, of resolutions 7 to 18 to be proposed at such meeting (a translation of which appears on pages 8 to 16 of the English language version of the circular to shareholders dated 29 May 1997) relating to the Company and Eurotunnel S.A. (the "Proposals"); (ii) resolution 2 set out in the notice convening this meeting (the "Notice") contained in the Circular being passed; and (iii) the coming into, by all of its parties, of the Restructuring Agreement (as defined in the Prospectus and on the terms described in the Prospectus subject to any amendment, variation or modification thereof as the Directors or any duly constituted committee thereof may approve);

- (a) each of the existing issued ordinary shares of 40p each in the capital of the Company be sub-divided into 40 ordinary shares of 1p each forming one class with the ordinary shares of 1p each created pursuant to sub-paragraph (a) of this resolution;
- (b) the articles of association of the Company in the form produced to the meeting (the "Articles") and initiated for the purpose of identification by the Chairman of the meeting, be adopted by the Company as the Company's articles of association to the exclusion of, and in substitution for, the existing articles of association of the Company;
- (c) in substitution for any existing such authorities, the Directors be generally and unconditionally authorised pursuant to Section 80 of the Companies Act 1985 (the "Act") to exercise all the powers of the Company to allot relevant securities (within the meaning of section 80 (2) of the Act and so that references to the allotment of relevant securities shall be construed in accordance with the said section) up to an aggregate nominal amount of £23,000,000 provided that this authority shall expire on the date of the general meeting of Eurotunnel S.A. at which the accounts of that company for the year ending 31 December 1997 are approved, save that the Company may before such expiry make an offer or agreement which would or might require equity securities to be allotted after such expiry and the Directors may allot relevant securities in pursuance of such offer or agreement as if the authority conferred hereby had not expired; and

- (d) the Directors be empowered pursuant to Section 95(1) of the Act, in substitution for any previous such power, to allot equity securities (within the meaning of section 94 of that Act and so that references to the allotment of equity securities shall be construed in accordance with the said section) pursuant to the authority conferred upon them by sub-paragraph (d) of this resolution as if Section 89(1) of the Act did not apply to such allotment provided that the power conferred by this resolution shall expire on the date of the general meeting of Eurotunnel S.A. at which the accounts of that company for the year ending 31 December 1997 are approved, save that the Company may before such expiry make an offer or agreement which would or might require equity securities to be allotted after such expiry and the Directors may allot equity securities in pursuance of such offer or agreement as if the power conferred hereby had not expired.

2. That, conditionally upon resolution 1 set out in the notice convening this meeting (the "Notice") contained in the English language version of the circular to shareholders dated 29 May 1997 being passed and itself becoming unconditional:
- (a) the issued share capital of the Company be reduced by £339,525,832.41 by the cancellation of all of the deferred shares of 1p each in the capital of the Company which result from the subdivision and redesignation provided for by resolution 1(a) set out in the Notice; and
- (b) £339,525,832.41 of the amount standing to the credit of the share premium account of the Company be cancelled.

3. That subject to and conditionally upon the reduction of share capital provided for by resolution 2 set out in the notice convening this meeting (the "Notice") contained in the English language version of the circular to shareholders dated 29 May 1997 being passed, the articles of association of the Company in the form produced to the meeting (the "Articles") and initiated for the purpose of identification by the Chairman of the meeting, be adopted by the Company as the Company's articles of association to the exclusion of, and in substitution for, the existing articles of association of the Company as set out in the Notice.

## EUROTUNNEL S.A.

Notice is hereby given that the Combined General Meeting of Eurotunnel S.A. will be held on Thursday 24 June 1997 at the Cercle National des Armées, 8 Place Saint-Augustin, 75008 Paris at 9.30 am (local time), and in the likely event that a quorum is not obtained, the adjourned meeting will be held at the Palais des Congrès, 2 Place de la Porte Maillot, 75017 Paris on Thursday 10 July at 2.30 pm (local time), for the following purposes:

## Agenda for the Annual General Meeting

1. To approve the annual accounts for the year ended 31 December 1996 and to grant a discharge to the Directors and Committees and Comptex.
2. To make an appropriation to profit and loss.
3. To approve the contents listed in the Special Report of the Auditors drawn up in accordance with article 101 of the law of 24 July 1965 on commercial companies.
4. To re-elect as a Director Mr Alain Bertrand.
5. To re-elect as a Director Mr Guy de Wouters.
6. To ratify the transfer of the registered office.

## Agenda for the Extraordinary General Meeting

7. To resolve not in wind up the Company following the loss of half of the share capital.
8. To approve the reduction of capital by a reduction in the par value of a share and corresponding amendments to the statutes.
9. To approve the financial restructuring plan.
10. To approve the principal conditions of the increase in capital.
11. To authorise the implementation of the increase in capital by way of a reserved issue to named beneficiaries.
12. To authorise the increase in capital in two tranches: first tranche open to shareholders with waiver of preferential subscription rights and rights of priority.
13. To authorise the increase in capital in two tranches: second tranche reserved to the lenders.
14. To authorise the increase in capital in two tranches: first tranche with preferential subscription rights.
15. To authorise the increase in capital in two tranches: second tranche reserved to the lenders.
16. To authorise the issue of Equity Notes by a subsidiary of Eurotunnel S.A. and redeemable in Eurotunnel S.A. shares, with waiver of preferential subscription rights.
17. To authorise the allotment of five warrants - 2001 warrants.
18. To authorise the allotment of five warrants - 2001 warrants.
19. To authorise amendments to the statutes.
20. Delegation of powers for the completion of formalities.

## INSTRUCTIONS FOR ATTENDANCE AND VOTING FOR HOLDERS OF BEARER UNITS

If you intend to attend meetings in person or by proxy, you must immobilise your Units at least 5 days before the meetings by notifying the bank or other institution through which your Units are held of your intention to attend and vote.

If you intend to attend the meetings in person, when you immobilise your Units, you should request an Admission Card through the bank or other institution through which your Units are held. If requested in sufficient time, you should receive an Admission Card before the meetings, in which case please bring it with you. If you do not receive your Admission Card, you may still attend the meetings provided that your Units are immobilised and you bring with you suitable evidence of your identity and of the immobilisation of your Units.

If you do not intend to attend the meetings in person, you may exercise your voting rights by using the combined proxy form and document accompanying the full text of the resolutions to be put to the meetings and sent to registered unit holders in connection with the meetings may be obtained from:

English language - (By post) Royal Bank of Scotland Plc, Registrars department, PO Box 39, Cannon House, Redcliffe Way, Bristol BS99 7ZF, England; - (available for collection) Citibank, 111 Wall Street, New York, New York 10043, USA; The Nomura Securities Company Limited, 1-9-1 Nishonbashi, 1 Chuo-ku, Tokyo 103, Japan; Eurotunnel Financial Services, Norddagsplan 15, PO Box 16087, Stockholm 10322, Sweden.

French language - (By post) Crédit Agricole Indosuez, 96 boulevard Haussmann, 75008, Paris, Cedex 08; Banque Paribas, 1000 Brussels, Belgium; Crédit Agricole Indosuez, 40 rue des Colonies, 1000 Brussels, Belgium.

By Order of the Board, S.A. Walter FCIS, Eurotunnel P.L.C.

The Board of Directors, Eurotunnel S.A.

## NOTICE OF SPECIAL REDEMPTION

To the Holders of:

Restructured Obligations Backed by Senior Assets B.V. Secured Senior Floating Rate Notes due March 10, 1998 (the "Notes") ISIN: XS0015872534

Pursuant to Section 8.03 of the Indenture dated as of May 1, 1996, as amended and restated as of June 15, 1996 (the "Indenture"), pursuant to which the above-referenced Notes were issued, notice is hereby given that on June 15, 1997, Current Payment Date (such date is herein referred to as the "Special Redemption Date") the Notes, in whole or in part, are subject to special redemption (the "Special Redemption") pursuant to Section 8.01(c) of the Indenture (in order to effect principal payments thereof). Accordingly, on the Special Redemption Date, the Notes will be redeemed at an aggregate Redemption Price equal to 100% of the Senior Note Principal Amount available for such Current Payment Date, plus the accrued interest thereon at the Senior Note Interest Rate through the day preceding the Special Redemption Date (the "Redemption Price").

It is expected that less than all of the Notes will be redeemed. The Indenture provides that under such circumstances, the particular Notes to be redeemed shall be selected by the Trustee from Outstanding Notes not previously called for redemption by lot. Holders of Euro-Notes will be selected via the process of random selection. The amount of Principal Proceeds available to redeem Notes has been reduced so that the principal payments on the Notes to be redeemed shall be integral multiples of \$500,000.

Interest on interest and principal due on or prior to a Redemption Date shall continue to be payable to the holders of Notes to be redeemed as of the relevant Redemption Date according to their terms and provisions of the Indenture.

State Street Bank and Trust Company, as Trustee

June 6, 1997.

## NOTICE OF EARLY REDEMPTION

To the Holders of

TURKIYE CUMHURİYETİ

(THE REPUBLIC OF TURKEY)

(the "Republic")

US\$200,000,000

10% per cent. Bonds due 1999

(the "Bonds")

NOTICE IS HEREBY GIVEN that pursuant to Condition 6(b) of the Terms and Conditions of the Bonds, holders may elect to have their Bonds redeemed by the Republic on September 15, 1997 (the "Optional Redemption Date") at their principal amount outstanding together with accrued interest to the Optional Redemption Date.

To exercise this option holders must deposit such Bonds together with all interest coupons appertaining thereto on or prior to August 15, 1997, at the specified office of any Paying Agent, or the Registrar or any Transfer Agent in the case of Registered Bonds, together with a duly completed redemption notice in the form obtainable from any of the Agents specified below.

Residual Agent  
Morgan Guaranty Trust Company of New York  
60 Victoria Embankment  
London EC4Y 0DP

Paying & Transfer Agent  
Banque Paribas Luxembourg  
101, Boulevard Royal  
L-2098 Luxembourg

Registrar  
First Trust of New York N.A.  
100 Wall Street  
New York, NY 10005

Paying Agents  
Morgan Guaranty Trust Company  
of New York  
Avenue des Arts 35  
B-1040 Brussels

TURKIYE CUMHURİYETİ  
By: Morgan Guaranty Trust Company of New York  
as Fiscal Agent

Date: June 6, 1997

Carlton Communications Plc ("Carlton") published its results for the six months ended 31st March 1997 on 5 June 1997. Copies of the half-yearly report are available to holders of Carlton's Exchangeable Capital Securities from Carlton's registered office at 25 Knightsbridge, London SW1X 7KZ.



## COMPANIES AND FINANCE: ASIA-PACIFIC

## Pakistan telecoms left hanging on

Six-year sell-off saga shows little sign of ending despite orders from ministers

Privatisation of Pakistan's telecommunications sector will take a step forward on Monday when the last vouchers in the state telecoms company must be converted into shares.

But the future profits of Pakistan Telecommunications Corporation (PTCL), will depend on next week's budget, which is expected to set new phone tariffs and give analysts a chance to assess growth prospects.

PTCL issued 100-share vouchers in domestic and foreign placements almost three years ago when the government sold 12 per cent of its shares.

The vouchers became convertible into shares last year in preparation for PTCL's privatisation. Mr Nawaz Sharif, prime minister, has ordered the company's management to prepare it for privatisation in the next 12 months. But critics are sceptical, since the plan to sell the company is now in its sixth year.

The delay, along with a number of concerns over the company's future, have triggered a sharp fall in PTCL's share price during the past year.

The latest financial results, though short on revenue growth, provide some encouragement in the shape of profits.

The PTCL's revenues during the second half of 1996 - from July to December rose only 5 per cent compared with the first half of the year (January to June) - from Rs13.67bn to Rs19.61bn (\$466.9m). But second-half operating profits half jumped 24.35 per cent, from Rs6.81bn in the first half to Rs8.47bn.

The improvement is seen by some analysts as perhaps a one-time gain, partly resulting from a write-off of bad debts worth Rs1.54bn in the first half, while there were no such write-offs in the second half.

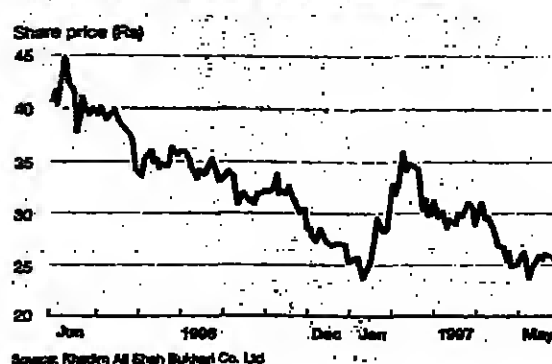
In the run up to the budget, Mr Asghar Merchant, PTCL's chairman, has urged the government to reduce a 40 per cent tax known as central excise duty and pass on the benefit to the company by increasing inland tariffs.

PTCL management says that the company gets little benefit from what may appear to be exorbitant rates, because a large chunk goes to the government.

"Since 88 per cent of the company is still owned by the government," Mr Merchant says, "they will tend to benefit from lower tariffs because higher usage will lead to revenue growth."

Other PTCL executives worry over recent attempts

## Delay and doubt take their toll



by the government to detect income tax evasion by requiring all telephone subscribers to file tax returns.

"This step will carry no benefit because currently there are 1m income tax payers in Pakistan and there are 2.5m subscribers," says one senior executive. "The tax system will be choked with a 150 per cent increase in tax returns" and PTCL would be damaged by a disincentive to increased subscription and usage.

Many subscribers are also bitter over what they consider to be irrational tariffs - such as a five-minute day-time call from Islamabad to Karachi, the business capital, costing roughly the same as a three-minute call to

accounting rates which are certain to push down the company's international call revenues.

Mr Asghar Merchant, telecom analyst at Karachi's Khadija Ali Shab Bukhari brokerage, says the recently formed telecommunications regulatory organisation, the Pakistan Telecom Authority, needs to be strengthened before such issues can be firmly resolved.

"Unless there is a very distinct regulatory body in place, you can't privatise PTCL. They have now established one but it will take time to settle in."

Many analysts also say that the company needs to cut almost a quarter of its work-force of 55,000.

Though the prime minister is known to have considered large scale retrenchments in the public sector, it is not clear if the government will approve the step, which is bound to lead to widespread union protests.

Senior officials concede that the anxieties surrounding the company, and the uncertainty caused by its delayed privatisation, may lead to a softening in the sale terms offered earlier, though a final decision is yet to be made.

Farhan Bokhari

## Murdoch son to chair News Ltd

By Nikki Tait  
in Sydney

Mr Lachlan Murdoch, the eldest of Mr Rupert Murdoch's three children who has been mentioned as a potential successor to the News Corporation chairman, yesterday secured his place at the top of the media and entertainment group's Australian operations.

News Corp announced that the younger Mr Murdoch would become chairman of News Limited, the group's main Australian arm, on July 1.

Mr Murdoch is already managing director at News Ltd, a post he took up last September.

Mr Murdoch joined the News Ltd board in 1996, and before that was general manager of the company's Queensland Newspapers

business. He will replace Mr Ken Cowley, a long-serving Murdoch lieutenant, as chairman of News Ltd.

Mr Cowley announced his decision to retire in April this year, having played a visible role in grooming Mr Murdoch to take over.

Mr Cowley, who has been with News for 33 years, will remain on the News Corporation board and also continue as chairman of Ansett, the Australian airline in which News has a 50 per cent stake.

Mr Rupert Murdoch's children are actively involved in the business.

Lachlan's sister, Elisabeth, has an executive role with BSkyB, the UK-based satellite TV group, while his younger brother, James, is involved in the music side of News Corp.



Lachlan Murdoch is seen as a potential successor to his father Rupert at News Corp

## IMI Bank (International)

IMI Bank (International) hereby gives notice to holders (the "holders") of the notes and bonds specified below and the relative coupons (together, the "securities") that on 30th May, 1997 it:

1. redomiciled from the Cayman Islands to Madeira, Portugal;
2. changed its registered office to Rua do Aljube, nº 17-2º andar, 9000 Funchal, Madeira, Portugal and its telex number to 72422 IMIBK; and
3. changed its registered name to IMIBank (International) S.A. (but will continue to trade under the name of IMI Bank (International)).

The Law Debenture Trust Corporation p.l.c. ("Law Debenture") and Bankers Trust Company Limited ("Bankers Trust") and, together with Law Debenture, the "Trustees"), being the respective trustees of the Securities, are of the opinion that the modifications to the respective Trust Deeds specified below constituting the Securities (the "Trust Deeds") to provide therein for (inter alia) such redomiciliation and change of registered name as proper and, where applicable, will not be materially prejudicial to the interests of the holders and have accordingly consented to the implementation of such modifications in accordance with the respective Trust Deeds, such implementation being effected by Supplemental Trust Deeds each dated 30th May 1997 (the "Supplemental Trust Deeds") made between IMIBank (International) S.A., Imatmo Mobiliare Italiana S.p.A. and the respective Trustees.

The Securities listed prior to 30th May, 1997 on the London, Luxembourg and Paris Stock Exchanges (as the case may be) will remain listed thereon but, with effect on and from 30th May, 1997, as securities in the name of IMIBank (International) S.A. under the name of IMI Bank (International). The Securities now in issue will remain valid and accordingly will not be called in for replacement or endorsement.

Securities	Trust Deed	Paying Agents
A. Law Debenture		
Notes issued under the Euro Medium Term Note Programme of U.S. \$500,000,000	Trust Deed dated 31st March, 1989 as supplemented on 15th March, 1991	Bankers Trust Company 1 Appold Street Broadway London EC2A 2HE England
Notes issued under the Euro Medium Term Note Programme of U.S. \$1,500,000,000 (formerly U.S. \$1,250,000,000)	Trust Deed dated 25th November, 1992 as supplemented on 19th August, 1993	Bankers Trust Luxembourg S.A. 14 Boulevard ED. Roosevelt L-1450 Luxembourg
Notes issued and to be issued under the Euro Medium Term Note Programme of U.S. \$7,500,000,000 (formerly U.S. \$5,000,000,000)	Trust Deed dated 25th November, 1992 as supplemented on 15th November, 1995 and as supplemented on 15th November, 1996	Bankers Trust Company and Bankers Trust Luxembourg S.A. (see the offices stated above) and Bankers Trust (France) S.A. 12-14 Rue de la République 75009 Paris France
U.S. \$135,000,000 Guaranteed Zero Coupon Bonds due 2005	Trust Deed dated 30th November, 1990	Morgan Guaranty Trust Company of New York 60 Victoria Embankment London EC4Y 0QP England
Notes issued and to be issued pursuant to DM 400,000,000 Floating Rate Notes due 1997	Trust Deed dated 10th November, 1994	Morgan Guaranty Trust Company of New York (at the offices stated above) and Banque Générale de Luxembourg S.A. 50, Boulevard J.F. Kennedy L-1291 Luxembourg and Morgan Guaranty Trust Company of New York, Brussels Office Avenue des Arts 35 B-1040 Brussels Belgium and Morgan Guaranty Trust Company of New York, Frankfurt Office Bockenheimer 204 D-60313 Frankfurt Germany
B. Bankers Trust		
FF 1,000,000,000 9% per cent. Notes due 2002	Trust Deed dated 27th October, 1987 as supplemented on 15th April, 1992	Société Générale Bank & Trust S.A. 11-13 Avenue Emile Reuter L-2420 Luxembourg and Société Générale 29 Boulevard Haussmann 75009 Paris France
FF 10,000,000,000 7 per cent. Dual Currency Guaranteed Bonds due 1997	Trust Deed dated 27th October, 1987 as supplemented on 9th May, 1990	Bankers Trust Company and Bankers Trust Luxembourg S.A. (at the offices stated above) and Swiss Bank Corporation WS-CE/Paying Agency Paradeplatz 6 8010 Zurich Switzerland

Each of the Trust Deeds and the Supplemental Trust Deeds is on display from the date hereof at the registered office of IMI Bank (International) S.A. in Madeira set out above, and for 30 days from the date hereof, at Linklaters & Paines, Bertrams House, 59-67 Gresham Street, London EC2V 7JA, England.

6th June, 1997

Issued by IMIBank (International) S.A.

## SCOTTISH AMICABLE LIFE ASSURANCE SOCIETY

Notice is hereby given that on 26th May 1997 a Petition was presented to the Court of Session in Scotland by Scottish Amicable Life Assurance Society incorporated under the Scottish Amicable Life Assurance Society's Act 1976 and having its principal office at Craigforth, Stirling FK9 4UE ("the Society") applying for, inter alia, an Order of the Court under Section 49 of, and Part I of Schedule 2C to, the Insurance Companies Act 1982 ("the Act"), sanctioning a scheme ("the Scheme") under which the long term business (as defined in the Act) carried on by the Society is to be transferred to The Prudential Assurance Company Limited, a company incorporated in England and having its registered office at 142 Holborn Bars, London EC1N 2NH.

Copies of the Petition, the Report of the Independent Actuary on the Scheme and the Circular to members and policyholders of the Society dated 26th May 1997 ("the Circular") are open for inspection at the addresses and times set out in the Schedule to this notice until the date on which the Court sanctions the Scheme. Copies of the Circular may be obtained by calling the Scottish Amicable Information Helpline on 0345 888 555 (or +44 990 888 560 if calling from outside the UK) on any weekday (Monday to Friday) between the hours of 9.00 am and 6.00 pm.

## SCHEDULE

- At the following offices of the Society between 9.00 am and 5.00 pm on any weekday (Monday to Friday) public holidays excepted:  
Craigforth, Stirling FK9 4UE  
Westminster House, 11 Portland Street, Manchester M1 3HG  
Kestrel House, Hedgerows Business Park, Colchester Road, Chelmsford CM2 5PF
- At the following offices of The Prudential Assurance Company Limited between 9.00 am and 5.00 pm on any weekday (Monday to Friday) public holidays excepted:  
142 Holborn Bars, London EC1N 2NH  
250 Euston Road, London NW1 2PQ  
121 Kings Road, Reading RG1 3ES
- At the following further addresses during usual business hours on any weekday (Monday to Friday) public holidays excepted:  
Ernst & Young, Wirtschaftsprüfungs- und Steuerberatungsgesellschaft mbH, Praterstrasse 23, 1021 Vienna, Austria  
Ernst & Young, Block 1, Harcourt Centre, Harcourt Street, Dublin 2, Republic of Ireland  
Ernst & Young, Avenue Marcel Thiry 204, 1200 Brussels, Belgium  
Ernst & Young A/S, Tegensvej 88, DK-2200 Copenhagen N, Denmark  
Reconta Ernst & Young, Via Domenico Romagnolo 16/A, 00196 Rome, Italy  
Tilintarkastajien Oy, Ernst & Young, Kaivokatu 8, 00100 Helsinki, Finland  
HSD Ernst & Young, Tour Manhattan, Cedex 21, 92098 Paris La Défense 2, France  
Advokaturbüro Dr. Markus Wanger, Landstrasse 36, FL-9490 Vaduz Liechtenstein  
Ernst & Young GmbH, Wirtschaftsprüfungsgesellschaft, Eisenstrasse 3a, 80335 Munich, Germany  
Ernst & Young, Centre Etoile, 5 Boulevard de la Foire, L-1528 Luxembourg  
Ernst & Young, Suite 5, International House, Bell Lane, Gibraltar  
Moret Ernst & Young, Drentestraat 20, 1063 HK Amsterdam, Netherlands  
Potamitis Iliadou & Associates, 3-5 Ilissio Street, Athens 11528, Greece  
Ernst & Young, Tulline Gate 2, PO Box 6834, St Olavs plass, N-0130 Oslo, Norway  
Ernst & Young, Edificio República, Avenida da República 90/3, 1600 Lisbon, Portugal  
Ernst & Young, endurskóðun & ráðgjöf ehf., Skeifan 11A, 108 Reykjavik, Iceland  
Ernst & Young, Totre Picasso, Plaza Pablo Ruiz Picasso, 28020 Madrid, Spain  
Ernst & Young, 2 Adolf Fredriks Kyrkogata, PO Box 3143, S-10362 Stockholm, Sweden

Scottish Amicable

To Advertise  
Your  
Legal  
Notices

Please contact

Melanie Miles  
on

Tel: +44 0171 873 3349

Fax: +44 0171 873 3064

## Notice

## IMI Bank (International)

IMI Bank (International) hereby gives notice to holders of its outstanding notes, bonds, coupons, eurocommercial paper and certificates of deposit (together, the "securities") and to other counterparties that on 30th May, 1997 it:

1. redomiciled from the Cayman Islands to Madeira, Portugal;
2. changed its registered office to Rua do Aljube, nº 17-2º andar, 9000 Funchal, Madeira, Portugal and its telex number to 72422 IMIBK; and
3. changed its registered name to IMIBank (International) S.A. (but will continue to trade under the name of IMI Bank (International)).

Any Securities listed prior to 30th May, 1997 will remain listed but, with effect on and from 30th May, 1997, as securities in the name of IMIBank (International) S.A. rather than of IMI Bank (International). The Securities now in issue will remain valid and accordingly will not be called in for replacement or endorsement.

A separate notice of even date herewith has been issued to the holders of the notes and bonds of IMI Bank (International) guaranteed by Imatmo Mobiliare Italiana S.p.A. in respect of which The Law Debenture Trust Corporation p.l.c. and Bankers Trust Company Limited respectively are trustees.

6th June, 1997 Issued by IMIBank (International) S.A.

## ABN-AMRO Holding N.V.

established in Amsterdam

## Final Dividend

With reference to its advertisement of May 9, 1997, ABN AMRO Holding N.V. announces that the ordinary shares of NLG 1.25 nominal value which were reserved for, but have not been claimed by, the holders of stock dividend coupons no. 24 have been sold and that a proportionate share of the proceeds, i.e. NLG 2.38 per dividend coupon no. 24 from an ordinary share of NLG 5 nominal value, will be kept available to these holders.

ABN AMRO Holding N.V.

Amsterdam, June 6, 1997.

## NOTICE OF EARLY REDEMPTION

## International Bank for Reconstruction and Development

(the "Bank")

Italian Lire 300,000,000,000

8.50 per cent. Callable Notes due 1999 (No. 12)

(the "Notes")

NOTICE IS HEREBY GIVEN that all of the outstanding Notes will be redeemed by the Bank on June 28, 1997 (the "Optional Redemption Date"), pursuant to Condition 6(c) of the Terms and Conditions of the Notes and Condition 12 of the Pricing Supplement. The Notes will be redeemed at their principal amount comprising together with accrued interest to the Optional Redemption Date. Interest shall cease to accrue on and from the Optional Redemption Date.

Payment of principal and interest will be made against presentation and surrender of, respectively, the Notes and Interest coupons pertaining to the Notes at the specified office of Morgan Guaranty Trust Company of New York, London Office or Banque Paribas Luxembourg.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

By: Morgan Guaranty Trust Company of New York

as Global Agent

Dated: June 6, 1997

The Financial Times plans to publish a Survey on

## France

on Wednesday, September 24

For further information, please contact:

Lindsay Sheppard

Tel: +44 171 873 3225 Fax: +44 171 873 3204

or Paul Maraviglia

Tel: +33 1 53 76 82 51 Fax: +33 1 53 76 82 53

or your usual Financial Times representative

FT Surveys

To advertise your

## Commercial Property

And reach 52,000 property decision makers.

Contact

Tina McGorman

+44 0171 873 3252 Fax +44 0171 873 3098



# Barito Pacific plans Rp400bn bond issue

By Manuela Saragosa in Jakarta

Barito Pacific, Indonesia's largest plywood producer, said yesterday it planned to sell Rp400bn (\$164m) worth of five-year bonds at a fixed interest rate to restructure its debt.

The announcement marks the beginning of what is expected to be a busy three months in the Indonesian bond market. Twenty-five Indonesian companies are poised to launch bonds over the next

three months, which could nearly double the size of the rupiah bond market.

Barito Pacific said it had not yet determined the bond's pricing. Makindo, a local brokerage house, will act as underwriter, while Bank Niaga, which is publicly listed, has been appointed custodian bank.

The money raised will be used to repay debts Barito owes to state-owned Bank Bumi Daya and Bank Dagang Negara.

Bank Indonesia, the central bank, estimated that in September last year exchange-listed outstanding bonds amounted to Rp7,000bn. Approximately Rp6,000bn in new bond issues are in the pipeline between June and August.

Perusahaan Listrik Negara, the state-owned utility company, is set to launch Rp1,000bn of 10-year bonds in July. Riau Andalan, a pulp and paper company, is issuing between Rp500bn and

Rp1,000bn in five-year bonds in August, and Jakarta International Hotel Development, the property company, is planning an issue this month of five-year bonds worth Rp600bn.

Most of the planned issues will carry a five-year maturity and a fixed interest rate.

Expectations that interest rates are set to ease further before the end of year have contributed to the growth in the bond market. In addition, an increasing number of

mutual funds on the domestic market has spurred demand.

Indonesia now has 39 open-ended funds, most of which were launched in the middle of last year. About one-third of these invest solely in fixed-income instruments, despite the fact that the secondary market for bonds is relatively illiquid and all bonds issued are bearer bonds.

Apart from PLN's regular issues, bond offerings have generally been the domain of banks and

property companies, but analysts noted that Barito Pacific is among a handful of industrial companies which have started to tap the rupiah bond market in recent months.

Many see this as a consequence of the central bank's clampdown on credit growth in the banking sector. Bank Indonesia has imposed asset growth caps at individual banks, with an annual target of 18 per cent for the industry as a whole for 1997.

## HKS\$1.9bn issue to finance bank stake

By Louise Lucas in Hong Kong

China Everbright-IHD Pacific, a mainland-backed Hong Kong conglomerate, has raised HKS\$1.9bn (US\$245m) through a share placement to finance its proposed purchase of a 20 per cent stake in a mainland bank.

The company said it had sought, but not yet received, approval from the Chinese authorities for the planned purchase of Everbright Bank of China. If the deal gets the go-ahead, it would give foreign investors a rare opportunity for exposure to China's banking sector.

Everbright Bank of China almost doubled net profits in 1996, when it reported earnings of about Yn\$800m (\$107.2m). This was according to Chinese accounting principles, which differ substantially from those used internationally.

The bank is 51 per cent owned by China Everbright Group in Beijing, an associate of China Everbright Holdings, the Hong Kong conglomerate's controlling shareholder - which is itself directly under the control of Beijing's state council.

Asia Development Bank owns 3.29 per cent of the bank's issued share capital.

China Everbright-IHD Pacific said it also planned to use proceeds from the fund raising to purchase about 20 per cent of Theme International Holdings, a clothing retailer. Like the bank deal, this remains subject to approval.

# Command performance by Bank of China chief

Wang Xuebing's tight control over regional managers has led to a dramatic fall in non-performing assets

Wang Xuebing, president of the Bank of China, is not afraid of confrontation: "It is not important that the managers always see eye-to-eye with me. What is important is that they obey me."

Such a peremptory management style may frustrate the ambitions of bank managers who once ran their branches as fiefdoms, but Mr Wang's methods are delivering results.

The Bank of China has seen a dramatic fall in non-performing assets in the last few years, since the head office in Beijing has clipped the wings of the regional managers.

Like the other big state banks in China, the BOC is burdened by a legacy of bad debts to loss-making state-owned enterprises. They have often been issued by branch officers under pressure from local officials to make dubious loans on social or political grounds.

But since the arrival of the BOC's stridently centralising president in late 1993, the

loan book looks markedly better. Non-performing loans issued since 1994 account for only 3 per cent of the bank's total non-performing assets.

Mr Wang, formerly the head of the BOC's New York office, is an active manager: conducting an interview over an elaborate Chinese banquet, the shark's fin soup and the abalone remain untouched, as the conversation skips from the BOC's plans to restructure its Hong Kong business, to his expectations of the development of banking in China and his hopes of a not-too-distant world of digitalised, card-based financial services.

He returns frequently to his favoured theme of "improving internal controls and internal management."

A few years ago, BOC branches were more autonomous, and some regional offices racked up losses in reckless foreign exchange deals that tore a hole in the bank's overall performance.

Since then Mr Wang's team in Beijing has imposed more rigorous controls.



Wang Xuebing: "It is not important that the managers see eye-to-eye with me. What is important is that they obey me."

Last year, the BOC generated pre-tax profits of \$2.3bn, up 23 per cent on 1995.

The domestic business has started to make a positive contribution to the bottom line, but the bulk of profits - \$1.8bn - continue to come from overseas business. Of that, \$1.6bn comes from BOC

operations in Hong Kong and Macau.

Mr Wang is relaxed about the return of the territory to Chinese control. "As far as Hong Kong as a financial market is concerned, I do not see much of a change."

Nevertheless, Mr Wang

A few years ago, BOC branches were more autonomous, and regional offices racked up losses in reckless foreign exchange deals that tore a hole in the bank's performance. Since then, Mr Wang has imposed more rigorous controls

of China focus on profitability," he says.

Investment banking, too, is a long-term project for the BOC. Mr Wang was a driving force behind the Bank of China International, an investment bank incorporated in London which will foster a staff of specialist bankers and capital markets experts for the future.

In mainland China, investment banking remains some years off for the BOC, which still needs to clean up its balance sheet and then develop its wholesale and retail businesses.

"We do not want to move on in terms of quantity, we want to improve the quality," Mr Wang says.

He notes calmly that interest income may have slipped slightly last year, but there was a 5 per cent increase in revenue from fees.

Mr Wang argues that the bank may need to forgo business, even if the overall volume or market share declines, in order to improve the quality of assets.

To that end, the BOC

under Mr Wang has centralised control of liquidity - significant lending decisions have to be approved in Beijing - and has barred BOC branches from foreign exchange dealing.

He wants to encourage BOC branches to build the level of deposits.

This retail banking business remains, at best, at break-even in China, as the government-controlled lending and deposit rates are almost the same, giving little or no margin for profit.

However, Mr Wang believes the People's Bank of China, the central bank, will have to change the levels at which rates are set, to make retail banking a viable business. In the meantime, retail deposits lift the bank's capital adequacy ratio, offering opportunities for commercial lending.

James Harding, Peter Montagnon and Tony Walker

## ASIA-PACIFIC NEWS DIGEST

### Former Nomura chiefs to resign

Nomura Securities, Japan's largest stockbroker, said yesterday that a former president and a former chairman, who now serve Nomura as advisers, would resign in connection with the scandal in which Nomura made illegal payments to a corporate racketeer. Nomura said that Mr Setsuya Tabuchi and Mr Yoshihisa Tabuchi expressed their intent to resign late last week to Mr Junichi Ujita, the president, "because they want the new management system to be able to operate wholeheartedly". Mr Tabuchi was Nomura's president from 1985 to 1991. He served as a director-counsellor and senior adviser to the broker since that time, becoming an adviser in May this year. Mr Tabuchi was chairman of the broker from 1985 to 1991. He has since served as a senior adviser and a director-counsellor, becoming an adviser in April this year.

AP-DJ, Tokyo

### Indian silk weavers improve

India's leading silk fabrics manufacturers have reported better results for the year to March 31, helped by strong export demand at higher prices. Himatsingka Seide, which derives all its revenues from silk production in foreign currencies, reported net sales up 22 per cent from Rs481.7m to Rs587.5m (\$16.4m). Other income rose from Rs26.8m to Rs32.1m. Expenditure increased from Rs216.7m to Rs234.4m, mainly because of the sharp rise in the price of silk yarn.

Pre-tax profits improved 6.4 per cent to Rs259.2m. However, net profits fell 3.2 per cent to Rs225.5m, after providing Rs33.7m for tax, against Rs10.8m in 1995-96. Earnings per share declined from Rs24.37 to Rs23.61.

Analysts are forecasting a rise in sales and profits in the current year as the company will soon commission a new weaving unit and a yarn factory.

Eastern Silk Industries, one of India's largest exporters of silk goods, saw a 19.4 per cent increase in revenues from Rs725m to Rs865.4m. Expenditure was up from Rs553.57 to Rs779.12m. Pre-tax profits improved from Rs68.7m to Rs83.5m, while net profits rose 8.8 per cent from Rs68m to Rs74m. Earnings per share advanced from Rs9.51 to Rs10.34. The company is investing nearly Rs1bn in building a silk fabric weaving and processing unit at Gurgaon.

Kunal Bose, Calcutta

### One-offs help James Hardie

James Hardie, the Australian building materials group, yesterday announced a sharply improved profit of A\$33m (US\$22.9m) after tax for the year to end-March, up from A\$22.2m a year ago. But the improvement was largely owing to a A\$31.7m abnormal surplus, compared with a charge of A\$25.3m last time. Operating profits were 12.3 per cent lower, at A\$41.3m. The company said earnings had fallen at the Australian building products business as home construction declined, but had grown strongly at the fibre cement and gypsum units in the US. Sales were 7.2 per cent lower, at A\$1.63bn.

Meanwhile Small, the appliance manufacturer, achieved flat after-tax profits, also for the year to end-March, at A\$55.3m, on sales up from A\$2.1bn to A\$2.2bn. Operating profit before tax and goodwill amortisation was up 31.8 per cent at A\$95m.

Nikki Tait, Sydney

### Sundaram lifts earnings 5.8%

Sundaram Finance, one of India's largest non-banking finance companies, lifted net profits 5.8 per cent to Rs67m (\$19.2m) for the year to March 31. Revenues rose 36.13 per cent from Rs3.33bn a year earlier to Rs4.5bn. Earnings per share increased 5.8 per cent from Rs27.05 to Rs28.62. The company is raising the annual dividend from Rs3.5 to Rs4.5 a share. The results were in line with market expectations. The capital adequacy ratio of 16.8 per cent is more than double the minimum prescribed for NBFCs by the central bank. Non-performing assets were less than 2 per cent.

Kunal Bose

### Apple slims in Singapore

The Singapore arm of Apple Computer, the US computer maker, said yesterday it would shut down its printed circuit board operations and make redundant 250 of its 800 staff at its Ang Mo Kio factory in Singapore, as part of the company's two-year global plan to streamline its business.

AP-DJ, Singapore

## Tsann Kuen to raise HK\$100m

By James Harding in Xiamen

Tsann Kuen Enterprises, one of the world's largest manufacturers of toasters and electric sandwich-makers, is planning to raise HK\$100m (US\$12.9m) on the Chinese stock markets to fund a plan to quadruple sales in four years.

The company, which has moved the bulk of its operations from Taiwan to lower-cost production sites in mainland China, was the first Taiwanese business to issue foreign currency shares on the mainland Chinese stock markets.

Tsann Kuen, listed on the Shenzhen stock exchange in 1993, has now applied to issue a further 40m shares to fund a big expansion of its production facilities.

Mr Zhn Chenda, deputy general manager, said: "Our goal is to become one of the top manufacturers of household electronic goods in the world. The most important thing for us now is to expand production capacity. Our technical standards and designs have been recognised by the most renowned companies in the world... we need capital."

As well as toasters and sandwich-makers, the company makes a wide range of domestic electrical appliances including irons, coffee-makers, rice-cookers and food mixers.

Some of the products are made under the company's own brand, Epa, but most are made under contract to international companies such as Philips, Sanyo and Mister Coffee.

If the share issue is approved by the China Securities Regulatory Commission, most of the money raised will be invested in machinery for grill, iron and coffee-maker production. The company will also increase bank borrowings to fund expansion.

The group reported sales last year of Yn\$71.4m (\$117.2m), compared with Yn\$62.3m in 1995, and pre-tax profits of Yn\$9.2m against Yn\$6.6m. There was an exceptional gain of Yn\$2m for the disposal of a subsidiary.

Since 1989 - its first year of operation - Tsann Kuen has raised sales from US\$5m to US\$108m last year. The company hopes to achieve sales of US\$114m in 1997 and has set a target for turnover in 2000 of US\$400m.

Production is predominantly for export, with 92.5 per cent of sales last year to overseas markets - 83 per cent to the US, 30 per cent in Europe and 26 per cent in other Asian countries.

We are one of the most successful international insurance groups in the world. We are a major force in insurance in Europe. We are the top insurance company in Switzerland. Share our success and get a stake in Europe.

Highlights	1996	1995	1994	%
Winterthur Group	11,371.4	10,548.6	10,510.2	+18.3
Gross premium	222.2	200.7	193.2	+20.9
Investment	37,054.1	35,823.3	31,927.3	+19.0
Insurance revenue	35,288.1	30,411.2	27,526.4	+19.1
Shareholders' equity (after minority interest)	2,288.5	5,172.2	4,020.7	+28.3
Dividend	9.2	21.0	18.0	+10.5

Exchange rate 31.12.1996: GBP 1/CHF 2.28

### Another excellent result.

In 1996, the Winterthur Group's annual profit increased by 20.9% to CHF 506.7m. This is yet another excellent result after 1993, 1994, and 1995. The shareholders' equity also rose significantly by 28.3% to CHF 5.2 bn.

Revolution - Resurgence. Winterthur Insurance was the first European insurer to obtain a licence in China and subsequently took up operations in Spring 1997. Substantial investments were made in entering new markets, especially in Central and Eastern Europe as well as in Asia-Pacific and in accessing selected market segments world-wide. All investments are governed by the new high return objectives introduced at the beginning of 1996. In 1996, many corporate units of the Winterthur Group were streamlined in terms of organization, and their operations were realigned even more closely to the customers by means of new products and distribution

channels. In information technology, Winterthur is well prepared for the planned introduction of the Euro and for the turn of the millennium. Strict implementation of the strategy. In its corporate strategy, which was established in 1992 and has since been very successfully implemented, the Winterthur Group focuses on its core business, insurance. Furthermore, it gives priority to strengthening its financial base and to increasing its profitability and concentrates its activities on the creation of added value for the customer and the shareholder. In this, Winterthur is well supported by its highly-trained and motivated staff. Good prospects for the future. On the basis of the stable returns generated

in its home market Switzerland and in reinsurance assumed, the Winterthur Group expects to receive increasing contributions to profits from Europe, North America, and from multinational industrial business as well as from Asia in the long term.

*Späti*

Peter Späti  
Chairman of the Board of Directors  
and Chief Executive Officer

Winterthur Insurance  
Head Office  
General Guisan-Strasse 40  
CH-8401 Winterthur, Switzerland  
Phone +41 52 261 11 11  
Phone +41 52 261 23 71  
(Investor Relations)  
Internet http://www.winterthur.com



## COMPANIES AND FINANCE: THE AMERICAS

## Exchanges win DJIA derivatives rights

By Laurie Morse  
in Chicago

Dow Jones, the US business information group, announced yesterday that the Chicago Board of Trade, the American Stock Exchange and the Chicago Board Options Exchange had won a widely publicised bidding war for rights to trade derivatives on the Dow Jones Industrial Average.

The DJIA is the oldest and most widely recognised benchmark of the US stock market. Licensing it is expected to yield millions of dollars for Dow Jones, which has been under pressure from shareholders to increase profits.

The exchanges will pay a fee to Dow Jones for each contract traded. The CBOT is believed to have paid an

up-front fee of \$10m-\$12m for the rights to use the Dow Jones name. Dow Jones declined to comment on the financial aspects of the deal, as did the CBOT.

The CBOT, the world's largest futures exchange, is seen as the big winner in the "Dow Derby". It beat its rival, the Chicago Mercantile Exchange, for rights to trade futures and futures options on the DJIA, as well as on a variety of other less well-known benchmarks, including the Dow Jones Transportation Index and Dow Jones Utilities Index.

"This event is as important to us as the introduction of financial futures 20 years ago," said Mr Patrick Arbor, chairman of the CBOT. "It opens the door to a whole new product line of domestic and foreign stock

index listings at the CBOT." Prices for index-trading memberships at the CBOT jumped after yesterday's announcement, doubling to \$128,000.

Mr Arbor said the DJIA futures would be traded in the exchange's new bond-trading room, "as close to the US Treasury bond pit as possible".

The CBOT won rights to trade DJIA futures only during regular daytime hours. An agreement to list the benchmark stock index on the CBOT's after-hours computers system has yet to be reached.

Although the CBOT has the exclusive rights to DJIA futures trading in the US, Dow Jones said it expected to award additional DJIA derivatives licenses at a later date. Mr David Moran,

president of Dow Jones Global Indexes, said he was considering inquiries from exchanges in other time zones to list Dow futures.

The American Stock Exchange said it would list exchange-traded funds, or unit trusts, based on various Dow Jones indices, starting with the DJIA. The Chicago Board Options Exchange will list options on the DJIA, and on other, unspecified Dow Jones indices.

The Chicago Mercantile Exchange said it had expected to be squeezed out of the Dow Jones deal, noting that its Standard and Poor's 500 stock index future and futures options dominated global stock index trading. "Dow Jones was concerned about being a small fish in a big pond," said Mr Jack Sandner, CME chairman.



CBOT chief Patrick Arbor: opens door to new products

## Insurers see bad times round the corner

US property/casualty cover has had a fat quarter, but leaner profits loom as price war continues

The US property/casualty insurance industry has just enjoyed its most profitable start to a year since the mid-1990s. But analysts say that has been more a result of good luck than good management, and insurers face considerable challenges if they are to avoid a renewed slump.

Overall, US insurance companies earned \$10bn in after-tax profits in the first quarter, on figures from the Insurance Services Office and the National Association of Independent Insurers.

That is equivalent to a return on capital of about 15 per cent - far better than the 12.8 per cent of the year before, and one of its best results since 1986, according to Mr Sean Mooney, senior vice-president at the Insurance Information Institute, a trade body.

Overshadowing these results has been a squeeze on insurance premiums. US motorists, homeowners and companies have benefited from fierce competition in the industry, which has intensified as the decade has progressed.

Mr Bob Partridge, director of property/casualty insurance at Standard & Poor's, the rating agency, said of this year's profits: "Is it a sustainable level? Probably not. There's a high level of volatility [in the numbers]."

Underlying this year's strong start have been a number of one-off factors that are unlikely to recur, at least not all in one go.

The most significant of these was the mild winter in the north-east and in other parts of the country. Without the damage wrought by winter storms, catastrophe losses

were only \$900m, compared with \$2.6bn a year before.

That helped insurers notch up their best quarterly underwriting performance in 18 years. The industry's combined ratio (losses and other expenses as a percentage of premiums) fell to 101.2.

After the devastation caused by hurricanes and earthquakes earlier this decade, however, few insurers are likely to draw much comfort from a single good quarter. They will also be well aware that the North Atlantic's hurricane season began officially on June 1 - and as Mr Mooney says, "the latest predictions from the weather forecasters are not good".

Also supporting the first quarter's performance were special payments of \$2bn to two unnamed property/casualty insurance companies from their life insurance affiliates.

Without those payments, the industry's investment income would have been \$9.4bn, up only around 2 per cent from the year before. And realised capital gains during the period, of \$2.2bn, were less than half 1996's level. After such a strong run in the US equity market, few expect realised gains to continue at such high levels for much longer.

Considerations like these have served to throw the spotlight on the biggest challenge faced by US insurance companies: how to raise their revenues.

Earned premiums grew at an annualised rate of 2.6 per cent during the first quarter, lower than

the 3.8 per cent of 1996 as a whole. One of the main reasons behind this has been a price war among providers of worker compensation insurance, the second-biggest line of business for property/casualty insurers after car insurance, according to Mr Mooney. A number of states, led by California, rolled back state regulation of premiums for this type of cover in the mid-1990s, leading to a battle among insurers on price.

Car cover, on the other hand, has been increasingly profitable, even if growing only slowly. Accident rates have fallen as the Baby Boom generation has reached the years of responsible parenthood, allowing insurers to raise their profits, said Mr Mooney.

Richard Waters

## Growing economy boosts Canadian banks

By Bernard Simon  
in Toronto

Canada's banks have wrapped up a buoyant second quarter with Canadian Imperial Bank of Commerce reporting a 9 per cent earnings advance.

Analysts noted, however, that while second-quarter earnings were well above last year, they were either flat or slightly lower compared with the previous three months.

The banks have benefited from an accelerating domestic economy, improved credit quality and increasing mutual fund and capital market fees.

These gains have been partly offset by higher expenses, especially compensation in their investment banking arms. One analyst noted the banks' rising expo-

## Canadian Banks

Six months to April 30 1997, 1996 figures in brackets

	Net earnings C\$m	Return on equity %	Return on assets %	Assets at April 30 C\$m
Canadian Imperial	745 689	17.8 17.8	0.68 0.72	227.5 191.7
Bank of Commerce	507 571	16.5 15.8	0.70 0.67	170.1 158.9
Bank of Montreal	442 422	15.3 14.1	0.74 0.79	182.2 177.2

Source: Comdex

sure to relatively risky corporate lending.

While analysts forecast further earnings advances over the next year or two, several cautioned that bank shares - among the biggest gainers on the Toronto Stock Exchange over the past year - may not sustain their recent surge.

Mr Michael Goldberg, analyst at HSBC James Capel Canada, said the big five

Canadian banks have less potential for growth than their US counterparts, and are less strongly capitalised.

Several banks, notably Royal Bank of Canada and Toronto-Dominion, have fuelled investor interest with share buy-backs, supported by internally generated capital.

Mr Goldberg said strong loan growth had enhanced earnings potential, but "it's

probably put a damper on the likelihood of more stock buy-backs".

CIBC's net earnings climbed to C\$370m (US\$269m), or 84 cents a share, in the three months to April 30, compared with C\$339m, or 76 cents, a year earlier.

The latest figures include a C\$50m after-tax gain from the sale of a prime downtown Toronto property.

Return on equity inched up to 17.7 per cent, but return on assets dipped from 0.71 per cent to 0.64 per cent. Total assets, propelled by strong residential mortgage demand, grew to C\$227.5bn on April 30, from C\$191.7bn a year earlier.

CIBC shares gained 15 cents to C\$34 at midday in Toronto yesterday.

Mr Nigel Dally, analyst at Morgan Stanley in New York, singled out Royal as the strongest Canadian bank, based on "favourable positioning in high-growth markets such as mutual funds and trust, and expense management".

Royal's market value has surged 70 per cent in the past year. But Mr Dally said the bank's robust outlook is "already fully reflected" in its share price.

A government-appointed

task force is conducting a sweeping review of financial services legislation, which could result in significant changes for the banks over the next few years.

The banks have pressed for removal of barriers in their fledgling insurance businesses, and for clearance to enter the car-leasing market.

Some - but not all - bank executives have also questioned the rule that currently limits a single shareholder to a 10 per cent stake. They contend this curbs impedes the mergers and acquisitions needed for Canadian banks to remain competitive internationally.

However, supporters of the 10 per cent rule predict its elimination would lead to Canadian banks being gobbled up by their US and offshore rivals.

## AMERICAS NEWS DIGEST

## Eldorado buys SA gold mine

Eldorado has become the first Canadian mining group to move into the South African gold industry with the acquisition of gold mines in Ghana and South Africa from Gencor, South Africa's second largest mining group. The \$194m deal will boost the profile of Eldorado, which is listed in Toronto and Vancouver, as an international vehicle for Gencor's gold interests.

The move follows reports this week that Gencor is considering separating its precious metals business from its base metals operations, which could be listed in London. The acquisition will be settled in cash and convertible non-voting shares, and Gencor's voting stake in Eldorado will not increase beyond its current level of 40 per cent. The deal is in line with Gencor's strategy of disposing of minor gold interests to concentrate on developing world-class gold assets.

Eldorado has agreed to acquire 90 per cent in Gencor's Bogoso mine in Ghana, and a 45 per cent joint venture interest with Avgold in Fairview/STC, a project to merge two ailing mines to create the country's largest greenstone gold mining operation. The merged mine, which is situated in Barberton outside Johannesburg, is expected to produce 150,000 oz a year. It will also acquire Gencor's exploration interest in eight Ghanaian gold projects with combined attributable gold resources of 1.3m oz. These include a 41 per cent interest in the Yampo Centenary Deposit, which feasibility studies have estimated to hold 1.1m oz.

Mr Richard Barclay, Eldorado chairman, yesterday signed a memorandum of understanding with Gencor, which he said would create "a significant international gold producer... from the consolidation of the assets in South Africa and Ghana with Eldorado's existing assets".

Subject to approval by the South African Reserve Bank, the government of Ghana and other authorities, the acquisition will boost Eldorado's 1997 production by 18 per cent this year, and by 50 per cent to 375,000 oz in 1998. Its resource base will increase by 81 per cent to 9.4m oz.

Eldorado will pay a first instalment of \$140m, with up to \$63.3m payable as deferred compensation. The payment will include \$76.3m in cash, \$109m in convertible, non-voting shares and \$7.4m in royalties.

Mark Ashurst, Johannesburg

## Campbell recruits from Kraft

Campbell Soup, the US foods group, has named Ms Margo Lowry vice-president new product development. US Grocery division. Ms Lowry joins Campbell following a 20-year career at Kraft Foods, a subsidiary of Philip Morris, where she most recently was director of new business development for the Post Cereal division. Campbell's US grocery division has sales of more than \$3.3bn. Its key brands include Campbell's Soups, V8 juices, Prego pasta sauces, and Pace Mexican sauces.

AP-Dan Jones, New Jersey

## Pharmacia &amp; Upjohn drugs swap

Pharmacia & Upjohn, the pharmaceuticals group, has acquired the brands Nasalacrom and PediaCare from Johnson & Johnson's unit McNeil Consumer Products, and the brand Micatin from Johnson & Johnson Consumer Products. In return Pharmacia & Upjohn is transferring its brand Motrin IB to McNeil and Micritacin to Johnson & Johnson.

Mr Michael Valentino, president of Pharmacia & Upjohn Consumer Healthcare, said: "It makes sense for both parties, with each benefiting from strong brand heritage to strengthen targeted categories."

AFX Stockholm

## Multifoods to sell bakery unit

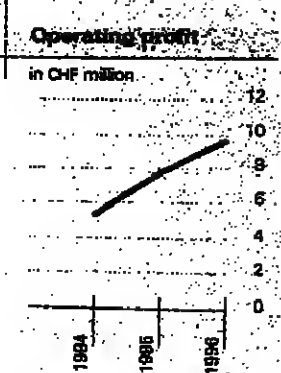
International Multifoods is realigning its North American Foods operations and intends to sell its Canada Frozen bakery unit. The moves are related to a strategic review of operations undertaken by Multifoods' new management to improve financial performance and add value for shareholders. International Multifoods said it expects these actions to have minimal impact on full-year fiscal 1998 results. Proceeds from the sale will be applied to reduce debt.

Reuters, Minneapolis

Comments and press releases about international companies coverage can be sent by e-mail to [international.companies@ft.com](mailto:international.companies@ft.com)

Coming soon to the Swiss Stock Exchange: GretagMacbeth

## Take a stake in across-the-board competence



GretagMacbeth helps make the world a more colorful place. It manufactures measuring instruments for exact analysis and reproduction of colors. Customers have come to rely on this equipment in many areas of application - the paint, plastics, textile, print and packaging industries, as well as desktop publishing and digital imaging. GretagMacbeth is one of the leading suppliers of fully integrated color control systems for every step in the production process: from design and color specification, through manufacture and quality control, to marketing. GretagMacbeth has built a strong market position thanks to its broad product offering and global reach.

## GretagMacbeth - Global Leader in Color Measurement and Appearance.

The GretagMacbeth Group was formed in 1997 by the merger of the Color Control Systems division of the Swiss company Gretag AG and the Macbeth division of Kollmorgen Instruments Corporation, USA. In 1996 the two companies generated an operating income of around CHF 10 million (+27%) on combined sales of CHF 70 million (+11%). GretagMacbeth has 269 employees in Switzerland, the United States, Great Britain, Germany and Hong Kong. The IPO, lead managed by Bank J. Vontobel & Co AG, will ensure a solid foundation for sustained growth.

There are more details in the GretagMacbeth Profile. To order it contact:  
Gretag-Macbeth Holding AG, Althardstrasse 70, 8105 Regensdorf  
Phone +41 1 842 24 00 or  
Bank J. Vontobel & Co AG, Bahnhofstrasse 3, 8002 Zurich  
Phone +41 1 288 70 76

GretagMacbeth

## THE JAPANESE WARRANT FUND

Société d'Investissement à Capital Fixe  
("in liquidation")  
European Bank & Business Centre, 6, route de Trèves,  
L-2633 Senningerberg, Grand Duché de Luxembourg  
R.C. Luxembourg B 31 629

At their meeting held on 18 April 1997 Shareholders approved the liquidation of The Japanese Warrant Fund ("the Company") and resolved to appoint as liquidator of the Company Fleming Fund Management (Luxembourg) S.A. represented by Mr A.H. Duggart. Notice is hereby given that a second

## Extraordinary General Meeting

of Shareholders of the Company will be held at the registered office of the Company, 6, route de Trèves, L-2633 Senningerberg, on Friday 15 June 1997 at 3:00 p.m. (Luxembourg time) with the following agenda:

1. To hear the report of the liquidator;
2. To appoint the auditor of the liquidation;
3. To fix a date for the final liquidating meeting.

No quorum is required for this meeting and resolutions will be taken at the majority of the Shareholders present or represented.

Holders of bearer shares who wish to attend this meeting are requested to deposit their share certificates five days prior to the meeting with Kredietbank S.A. Luxembourg, 45 boulevard Royal, L-2955 Luxembourg.

Shareholders who cannot personally attend the meeting are requested to use the prescribed form of proxy (available at the registered office of the Company). Proxies should be returned at the latest on the day preceding the meeting in the Company, c/o Fleming Fund Management (Luxembourg) S.A., L-2888 Luxembourg.

A.H. Duggart  
for Fleming Fund Management (Luxembourg) S.A.  
Liquidator of The Japanese Warrant Fund

FLEMINGS

CITICORP  
CORRECTION NOTICE  
U.S. \$500,000,000

Subordinated Floating Rate Notes Due May 28, 1998  
With regard to the notice published on 30 May 1997 stating the new interest payments for the Citicorp \$500,000,000 issue, maturing on 28 May 1998. The notes were redeemed early on 30 May 1997, therefore the interest payments stated will not occur. We apologize for any inconvenience this may have caused.  
June 6, 1997, London

CITIBANK



## COMPANIES AND FINANCE: UK

# Railtrack regulation threat Boots to pay £400m windfall to shareholders

By Charles Batchelor and George Parker

Mr John Prescott, deputy prime minister, yesterday accused Railtrack, the owner of railway track, signalling and stations, of obtaining taxpayers' money "under false pretences" and renewed his threat to subject the company to tougher regulation.

He was speaking on the day Railtrack reported pre-tax profits up by 27 per cent to £246m (£564m) in the year ended March 31, on turnover which rose 6 per cent to £2.44bn.

Railtrack yesterday launched a strong defence of its performance in its first year as a listed company, saying its profits were in line with its company forecasts and that its efficiency improvements should be a

cause for celebration and not blame.

The bulk of the £2.12bn which Railtrack earns in passenger revenues comes in the form of subsidy paid to the train operators. They pass it on to Railtrack as track access charges. At one stage last year, Railtrack acknowledged a backlog of £300m in its spending programme.

The deputy prime minister warned Sir Bob Horton, Railtrack chairman, two weeks ago that he intended to tighten the regulatory regime to ensure the company honoured its investment commitments.

Mr Prescott rejected reports he intended to call Sir Bob in for a carpeting over Railtrack's profits. Analysts said Railtrack's figures were slightly ahead of expectations but this level

of profits represented a fair level of return for a company with assets of £2.6bn.

The success of the performance regime in encouraging a 38 per cent fall in delays due to infrastructure breakdowns was "not a matter for complaint but for congratulation and celebration," said Sir Robert Horton, chairman.

Railtrack had increased its expenditure on asset renewals by 39 per cent to £961m. It was £100m ahead of the target set by the rail regulator for spending on capital investment and maintenance though it was £270m behind its own targets for spending to make good the backlog of investment which built up under British Rail, said Mr John Edwards, chief executive.

Analysts said Railtrack's figures were slightly ahead of expectations but this level

of profits represented a fair level of return for a company with assets of £2.6bn.

Revenues from passenger train operations - operators pay a fee for the use of track - grew from £2bn to £2.12bn, including a £55m rise due to higher bonus payments.

Operating costs were almost unchanged at £2.1bn (£2bn) though taking inflation into account this amounted to "real progress," said Mr Norman Broadhurst, finance director. It was too early for efficiencies to show through in Railtrack's investment programme though competitive tendering was expected to reduce costs in the longer term, he added.

Operating profits grew 15 per cent to £339m. Profits from property disposals rose from £11m to £38m, while the net interest charge fell from £36m to £31m.

## Boots to pay £400m windfall to shareholders

By Peggy Hollinger

Boots, the high street chemist, yesterday clinched a pre-budget coup with the announcement of a £400m (£653m) windfall payout to shareholders next week, backed by a 9 per cent jump in annual profits.

The payout, the third in three years after two share repurchases, brings the total amount of cash returned to shareholders through buy-backs, dividends and special payments to £1.7bn since 1994.

Lord Blyth, deputy chairman, implied Boots had every intention of continuing the practice of returning funds to shareholders. After this payout, Boots' net debt would represent just 10.5 per cent of shareholders' funds, he said. "I see no barrier to our being able to continue making appropriate acquisitions and continuing to return cash to shareholders," he added.

The special dividend announced yesterday equates to 44.2p a share and is in addition to the 10.8 per cent increase in the annual dividend to 20.5p.

It comes with a £100m total tax credit - equivalent to a further 11p a share payout to qualifying shareholders - which has already been approved by the government.

Lord Blyth denied there had been any rush to pay the special dividend in advance of the summer budget on July 2, which some expect could restrict tax

credits on dividend payments. "We have consistently returned cash to shareholders if we have not had a better use for it," he said.

However, the speed with which Boots was making the payout was welcomed in the market. The shares closed 2.5p down at 692p, a lower than expected fall given the substantial dividend payment which is normally reflected in the price.

The chief executive said Boots had turned in "exceptional results", with pre-tax profits before exceptional gains rising from £493.6m to £536.2m for the year to March 31. Earnings per share, excluding the £94.9m exceptional gain on disposals, rose 14 per cent to 39.5p.

Total sales were 11 per cent higher at £4.58bn. Excluding acquisitions and disposals, continuing sales rose by almost 7 per cent to £4.3bn. All divisions turned in sales increases, excluding acquisitions and new space.

Lord Blyth said Boots was "far from a mature business" with plans for expansion both abroad and at home. In particular, Boots Healthcare International, which markets and sells Boots over-the-counter drugs abroad, was "exceeding nearly all the milestones set for product launches," he said.

Although the division incurred losses of £6.6m as a result of brand investment, "we were to stop investing that business would shoot into profit very very quickly indeed," he said.

## LEX COMMENT Nationwide

As demagoguery enthusiasts go, it would be easy to dismiss a former butler who suggests putting a Spice Girl onto the board of the Nationwide building society and cheese and wine parties for the customers. Too easy. Eccentric they may be, but Mr Michael Hardern and his four associates stand a real chance of election to the Nationwide's board. For many members, the simple slogan - "If you want £1,000, vote for us" - must have compelling appeal.

Nationwide deserves credit, of course, for letting the rebels put their case at the society's expense. But the real test of its democratic instincts will come if Mr Hardern and his friends win. They would still be in a minority on the board. But the management would surely have little choice but to respond - most obviously, by putting demagoguery to a full vote. Members would then have to weigh Nationwide's special rates against the seductive appeal of upfront cash.

Since the society spends just £200m a year on improved rates - 4.5 per cent of the £4bn-£5bn the business might secure on flotation - it is not difficult to guess which is likely to win. But mutual fans cannot sensibly complain. If their case is robust, after all, they should be able to prove it by persuading members to stick with the status quo. Those who want to preserve at least one big mutual, to compete with the banks, would not have much of a case if the supposed beneficiaries could not be persuaded to vote in favour.

## Singapore Rubber sale

Singapore Rubber Estates has agreed to sell its principal asset, the Perhentian Tinggi Estate of about 940 hectares, to Groland, a newly-formed company, for £26.3m (£41.2m) cash.

Singapore will hold 29.9 per cent of Groland on completion, and of the Perhentian proceeds - after tax and disposal costs a net £19.5m - Singapore will apply up to about £8.7m in financing Groland.

The company said that Groland would develop Perhentian's land into residential, industrial, commercial and leisure facilities over the next 10 to 15 years.

### RESULTS

		Turnover (£m)	Pre-tax profit (£m)	EPS (£)	Current dividend (£)	Date of payment	Dividends corresponding dividend	Total for year	Total last year
Advent VCT	Yr to Mar 31	-	1.51	3.2	1.8	July 11	-	3.2	-
Albrighton Farm	Yr to Mar 31	88.6	86.3	6.86	17.4	July 11	3.7	8.4	5.4
Amoco	Yr to Mar 31	20.8	17.3	3.15	18.8	Oct 6	2.5	5	4
Bancroft	Yr to Mar 31	-	-	-	-	-	-	-	-
Boots	Yr to Mar 31	4,576	571.19	42.85	39	Aug 22	12.8	64.7	18.5
Bradstreet	6 mths to Mar 31	19	3.67	3.67	2.3	Sept 23	1.8	-	5.7
Channel 4	Yr to Mar 31	10.6	8.22	1.48	9.12	Oct 1	2.4	3.8	3.25
Dunelm	6 mths to Mar 31	18.3	16.8	3.5	7	July 15	1.35	-	4.05
Dunelm House	Yr to Mar 31	3.97	0.328	0.037	0.14	Aug 15	-	-	-
Hampshire Services	Yr to Mar 31	111.1	95.1	10.8	8.4	Aug 15	3.7	5.55	5.55
H&M & Smith	6 mths to Mar 31	40.3	41.7	1.77	3.22	Aug 15	2.1	-	9.3
Marshall House Properties	6 mths to Mar 31	4.72	1.12	1.57	3.22	Aug 15	1.2	-	3.7
Merediths	Yr to Mar 31	2,919	2,889	77.6	0.21	Aug 15	3.25	5	5
Perpetua	Yr to Mar 31	53.8	52.8	29.6	0.21	Aug 15	1.7	25	25
Prospect Inds	6 mths to Mar 31	33.8	30.3	3.52	3.33	Aug 15	1.7	-	1.7
Railtrack	Yr to Mar 31	2,437	2,300	346	272	Sept 25	-	22.1	-
St	Yr to Mar 31	-	-	105.6	16	July 25	5	9.2	8.1
Victoria Carpet	Yr to Mar 31	36.8	36.3	2.29	11.02	July 1	2.5	2.5	2

		NAV (£)	Attributable earnings (£m)	EPS (£)	Current dividend (£)	Date of payment	Corresponding dividend	Total for year	Total last year
Edinburgh Income	Yr to Apr 30	45.6	48.1	0.473	0.558	1	July 31	1	4
Edinburgh New Tiger	6 mths to Apr 30	28.43	35.2	0.801	0.831	1	July 31	1	4
Forst & Sons	6 mths to Mar 31	57.01	56.09	0.921	0.701	1	July 15	1.4	4.7
Flight Ex Inc	6 mths to Apr 30	115.07	106.64	0.769	0.805	1	July 1	1.75	7.68

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. After exceptional charge. After exceptional credit. For increased capital. For new currency. Includes second interim of 3.45p, payable June 10. \*Second interim instead of a final. \*For new. \*Companies pro forma, restated to reflect changes in capital structure prior to flotation. \*\*Payable in interim. \*Companies related. \*Second interim, making 3.5p so far. \*Includes special of 44.2p.



All aboard: Three of the candidates seeking election to the Nationwide board pictured on board a reconstruction of the Golden Hinde, the 16th century warship, on London's South Bank: (left to right) Andrew Martin, Michael Hardern and George Jones

## Rebels put on pressure for Nationwide conversion

By Christopher Brown-Humes

Nationwide, the UK's biggest building society following the Halifax conversion, yesterday came under renewed pressure to convert to a bank from rebels seeking election to the board.

The pressure group - "Members for Conversion" - which has put up five board candidates, said the existing board was "out of touch with ordinary folk" and that conversion would release average windfalls of £1,000 (£1,630) per Nationwide member.

Mr Michael Hardern, the former royal butler and self-styled carpetbagger-in-chief leading the conversion campaign, said: "The election will be a watershed for mutuality. If a majority of members vote for windfalls, mutuality will not survive into the next millennium."

That view is echoed by other building society executives, who believe the election is a crucial test for the future of the UK building

society movement. If Nationwide, which has £40bn of assets, was forced to convert, the 70 smaller mutuals - including Britannia and Bradford & Bingley - would no longer have a meaningful market presence, they believe.

The campaign comes as millions of members of Halifax, Woolwich and Norwich Union are scooping - or in line for - big free share windfalls from their flotations.

Mr Hardern said: "Everyone has seen their neighbours or colleagues get windfalls of £1,500. Most members will wonder why they are not getting one from the Nationwide."

"If the board was asking members to convert, they would get 95 to 97 per cent in favour. Some 80 per cent of borrowers and 95 per cent of savers would benefit from conversion," he said.

Apart from Mr Hardern, the dissidents standing for the board comprise Mr Andrew Martin, Mr George Jones, Mr Frank Lander, and

Ms Julia Trehwella. They are being opposed by five existing board members.

Mr Hardern predicted a "landslide" victory, but said Nationwide would be under pressure even if he and his colleagues came close to getting seats.

Mr Brian Davis, Nationwide chief executive, said the dissidents would be strongly opposed as the society was committed to mutuality. He said: "There is no such thing as free shares. People getting them will pay for them in the long term. If mutuals no longer exist, competition in the market place will disappear."

He added: "If these people get a landslide victory, we will have to take notice of that, but they will still be a minority of the board." The Nationwide board has 12 members.

Nationwide also questions the suitability of the five rebels as board candidates. "They are not the sort of people one would normally expect to be running a £40bn business," said Mr Davis.

## 3i adds to European wave

By Katharine Campbell, Growing Business Correspondent

3i, the UK's largest venture capital provider, is adding to the wave of institutional funds pouring money into continental Europe.

It will shortly announce the preliminary closing of its second continental European co-investment fund. It is collecting just under £200m (£325m) from institutional investors, which will be matched by its own funds, according to Mr Ewen Macpherson, chief executive. In

the past 10 days alone, Schroder Ventures has launched a \$1bn pan-European fund and Charterhouse an £800m vehicle.

Mr Macpherson, who retires next month - handing over to Mr Brian Larcombe, finance director - was delivering the results for the year to March 31, during which fully diluted net asset value per share rose 14.1 per cent to 486p.

The group produced a 16.4 per cent return on opening shareholders' funds - a total return of £415.5m. This was ahead of the FTSE SmallCap

index which grew 15.7 per cent, but behind the FTSE All Share, up 18.7 per cent.

On the continent, where growth has been sluggish, investments returned 10.6 per cent in local currency terms, but minus 4 per cent when translated into sterling.

A settlement of past claims with the Inland Revenue led to a tax charge of just £14.3m, down from £18.9m, so that revenue profit after tax grew to £91.3m, up from £70m.

Capital profits, meanwhile, dropped to £333m (£456m).



If the rainforests are being destroyed at the rate of thousands of trees a minute, how can planting just a handful of seedlings make a difference?

A WWF - World Wide Fund For Nature tree nursery addresses some of the problems facing people that can force them to chop down trees.

Where hunger or poverty is the underlying cause of deforestation, we can provide fruit trees.

The villagers of Mugunga, Zaire, for example, eat papaya and mangoes from WWF trees. And rather than having to sell timber to buy other food, they can now sell the surplus fruit their nursery produces.

Where trees are chopped down for firewood, WWF and the local people can protect them by planting fast-growing varieties to form a renewable fuel source.

This is particularly valuable in the Impenetrable Forest, Uganda, where indigenous hardwoods take two hundred years to mature. The *Markhamia* lota trees planted by WWF and local villages can be harvested within five or six years of planting.

Where trees are chopped down to be used for construction, as in Panama and Pakistan, we supply other species that are fast-growing and easily replaced.

These tree nurseries are just part of the work we do with the people of the tropical forests.

WWF sponsors students from developing countries on an agroforestry course at UPAZ University in Costa Rica, where WWF provides technical advice on growing vegetable and grain crops.

Unless help is given, soil is exhausted very quickly by "slash and burn" farming methods. New tracts of tropical forest would then have to be cleared every two or three years.

This unnecessary destruction can be prevented by combining modern techniques with traditional practices so that the same plot of land can be used to produce crops over and over again.

In La Planada, Colombia, our experimental farm demonstrates how these techniques can be used to grow a family's food on a small four hectare plot. (Instead of clearing the usual ten hectares of forest.)

WWF fieldworkers are now involved in over 100 tropical forest projects in 45 countries around the world.

The idea behind all of this work is that the use of natural resources should be sustainable.

WWF is calling for the rate of deforestation in the tropics to be halved by 1995, and for there to be no net deforestation by the end of the century.

Write to the Membership Officer at the address below to find out how you can help us ensure that this generation does not continue to steal nature's capital from the next. It could be with a donation, or, appropriately enough, a legacy.



WWF World Wide Fund For Nature (formerly World Wildlife Fund)

International Secretariat, 1196 Gland, Switzerland.

FOR THE SAKE OF THE CHILDREN WE GAVE THEM A NURSERY.

Handwritten signature or mark.



## INTERNATIONAL CAPITAL MARKETS

## Europe nervous as US marks time

## GOVERNMENT BONDS

By Michael Lindemann  
in London and Jane  
Martinson in New York

European bond markets remained nervous yesterday about the prospects for a single currency and ended the day fractionally higher, while US Treasuries marked time ahead of today's non-farm payroll numbers.

Mr Mark Fox, at Lehman Brothers, said he was surprised investors were as short as they are on Europe, according to the bank's monthly bond survey. All the time uncertainty has made investors wary about

Europe as a whole, not just the high-yielders. "The anxiety was likely to continue, he said. "There's an unending line of trigger dates coming up, any of which could be a sparking success or a complete failure."

GERMAN BONDS were buffeted by conflicting data but showed resilience following rumours that a further rise in unemployment for May would be announced today. The September bond future rose 0.07 to settle at 100.51.

FRENCH OATS rallied in early trading, helped by weaker than expected first-quarter GDP figures showing a rise of 0.2 per cent, and

news that Mr Dominique Strauss-Kahn was to take over as finance and economics minister.

The June national future drifted lower in the afternoon as the French government denied it had requested a two-year delay for Euro. It settled at 128.36, up 0.12.

UK GILTS rallied early in the day, following the CBI's distributive trades survey showing retail demand at its weakest in 18 months. The long gilt tested just over 113 but did not, as one analyst said, have "enough time to go through that level".

Mr Simon Briscoe, at Nikko Securities, said gilts

were wavering because of uncertainty about the government's policy mix and today's announcement about interest rates. The September long gilt future settled at 113.31, up 0.1.

ITALIAN BTPs and SPANISH BONOS had no data of their own to feed off and tended to trail Germany. The September BTP future settled up 0.04 at 130.52 while the June bono future rose 0.03 to settle at 115.74.

US TREASURIES were flat at mid-session in anticipation of important employment data today. The benchmark 30-year bond ended at 96.88, yielding 6.80 per cent, in lacklustre trading.

Analysts blamed positioning in the run-up to today's release of data on the unemployment rate and non-farm payroll numbers.

"People are cautious before an indicator that has typically had an overwhelming impact when it comes out," said Mr Bruce Steinberg, chief economist at Merrill Lynch. He expected "not much of anything to happen" yesterday.

He added that today's unemployment figures could have even greater impact than usual as they will include some benchmark revisions and will be the last before the Federal Reserve Open Market Committee

meets in July. The next set of unemployment data is due the day after that meeting.

There was little reaction to data released yesterday showing initial claims for state unemployment had risen more than expected, partly because of the emphasis on today's figures.

A softer dollar and hawkish comments by a member of the Federal Reserve had caused some downward pressure on prices in early trading, but activity was muted across the yield curve. The two-year note remained unchanged at 100.6, yielding 6.182 per cent, while the 10-year stayed at 100, yielding 6.626 per cent.

## Tightly-priced debut from St Petersburg

## INTERNATIONAL BONDS

By Edward Luce

Prolific issuance yesterday helped round off one of the busiest weeks in the euro-markets this year, with emerging market and longer-dated dollar bonds again stealing the limelight.

ST PETERSBURG helped satisfy growing demand for Russian debt with a \$300m five-year debut offering priced to yield 312.5 basis points over Treasuries.

An official at Salomon Brothers, sole lead manager, confirmed that it was the tightest priced Russian issue so far, narrowly tighter than Moscow's debut last week launched at 315 basis points over Treasuries.

Like the Moscow issue, which traders described as generously priced, St Petersburg tightened quickly after launch, hitting a spread of about 300 basis points in the secondary market.

Syndicate officials said the issue was five times oversubscribed. "We could have increased the size but it would have required parliamentary approval (in Russia)," said one.

Officials arranging ARGENTINA's first 10-year sterling bond made much the same point. The \$200m offering, priced to yield 280 basis points over gilts - the same spread as Argentine dollar bonds over 10-year Treasuries - was relatively popular with investors.

An official at HSBC, which jointly underwrote the deal with UBS, said that 55 per cent of its allocation had gone to UK-based investors. The rest went to continental European retail buyers and a tiny amount to Argentine pension funds.

"We wanted to keep the issue to a moderate size to ensure investors were comfortable," said an official. "Latin American bonds are not the standard fare of UK

investors so we played it quite conservatively." The paper was trading at a spread of 277 basis points over gilts after launch.

An undersecretary of finance at the ministry of economy said Argentina was considering undertaking a Brady swap operation similar to recent exercises by Brazil, Mexico and the Philippines. But it had not yet made a concrete decision either way.

THE EUROPEAN INVESTMENT BANK tapped growing demand for longer-dated dollar bonds with a \$300m 12-year offering. Salomon Bros, sole underwriter, said the issue was aimed at two specialist funds. Priced to yield 20 basis points over 10-year Treasuries, the issue was slow to take off, according to traders.

"We still have a bit to sell but it has been targeted very successfully at limited investor base," said one. BARCLAYS BANK issued

## New international bond issues

Borrower	Amount \$m	Coupon %	Price	Maturity	Yield %	Spread bp	Book-runner
<b>US DOLLARS</b>							
GECC	400	7.00	100.132P	Jun 2008	0.325P	+226P (May 07)	Goldman/SBC Warburg
National Bank Corp	400	6.50	99.884P	Jul 2004	0.20P		Merrill Lynch Inc
European Investment Bank	300	6.25	102.15P	Jun 2005	0.35P	+208P (May 07)	Salomon Brothers Int
City of St Petersburg	300	6.50	99.535P	Jun 2002	1.00P	+312P (May 07)	Salomon Brothers Int
Banco do Brasil	200	6.375P	99.218P	Jun 2007	0.675P	+237P (May 07)	UBS Securities
Banco de Mexico	200	6.375P	99.575P	Jun 2002	0.805P	+200P (May 07)	UBS Securities
Unibanco	150	6.00	100.02P	Jun 2000	0.45P	+120P (May 07)	SBC Warburg
Banco de Francia	100	6.625	99.887P	Jun 2002	0.25P	+109P (May 07)	JP Morgan/SBC Warburg
Banco de Colombia	100	10.50	96.25P	Sep 2000	0.75P	+385P (May 07)	ABN AMRO Bank
Banco de Chile	100	7.00	99.825P	Jun 2000	0.725P	+150P (May 07)	Goldman International
<b>EURO DOLLARS</b>							
ING Bank	100	6.00	99.785P	Jul 2007	0.36P	+229P (May 07)	ING Bank
GECC	500	4.50	99.855P	Dec 2001	0.225P	+244P (May 07)	Goldman/SBC Warburg
Swiss Bank	400	4.375	99.575P	Jul 2000	0.1675P	+50P (May 07)	UBS Bank
<b>EURO MARKS</b>							
Republic of Argentina	200	12.00	99.20P	Jun 2007	0.75P	+290P (May 07)	HSBC Markets/UBS
<b>FRENCH FRANCES</b>							
Banque Paribas	150	6.1	98.715P	undated	0.625P	+65P	BZNP Morgan
<b>EURO FRANCES</b>							
Deutsche France	500	3.75	102.75	Jul 2007	2.75		CSFB/Deutsche MG
Bayernische Hypothek	100	3.00	101.95	Apr 2003	2.25		SBC Warburg
<b>ITALIAN LIRE</b>							
BSI (Banco di Sicilia)	300bn	6.50	101.434	Jul 2001	1.625		BZNP Morgan
<b>EURO DOLLARS</b>							
Kreditbank Int France	110	6	100.25P	Jul 2004	0.325P	+185P (May 07)	Kreditbank
<b>NEW ZEALAND DOLLARS</b>							
World Bank	100	7.00	100.81	Jul 2000	1.50		Harris Bank

First terms, non-callable unless stated. Yield spread over relevant government bonds at launch as shown by lead manager. All figures are in US dollars unless stated. P = Floating rate note, S = Fixed rate note, B = Bond, C = Convertible, L = Loan, F = Finance, H = Hybrid, M = Mortgage, N = Note, O = Other, R = Real Estate, T = Treasury, U = Utility, V = Variable, W = Warrant, X = Other, Y = Other, Z = Other.

its first franc-denominated perpetual bond, priced to yield 65 basis points over French OATS.

The bond will step up to 142 basis points over Pibor

after 2009 if it is not called. P&O, the UK shipping company, issued its first Rule 144a deal with a two-tranche offering of \$300m of 10-year and \$200m of 30-year

bonds. Priced to yield 72 basis points and 100 points over Treasuries respectively, the debut was a "great success", according to an official involved.

## WORLD BOND PRICES

## BENCHMARK GOVERNMENT BONDS

Coupon	Rate	Price	Yield	Week	Month
				ago	ago
Australia	6.750	110.08	65.7845	-0.001	7.57
Canada	5.750	104.07	58.3850	-0.140	5.57
Denmark	6.000	104.07	58.3850	-0.140	5.57
France	6.000	104.07	58.3850	-0.140	5.57
Germany	6.000	104.07	58.3850	-0.140	5.57
Italy	6.000	104.07	58.3850	-0.140	5.57
Japan	6.000	104.07	58.3850	-0.140	5.57
Netherlands	6.000	104.07	58.3850	-0.140	5.57
Portugal	6.000	104.07	58.3850	-0.140	5.57
Spain	6.000	104.07	58.3850	-0.140	5.57
Sweden	6.000	104.07	58.3850	-0.140	5.57
UK Gilts	6.000	104.07	58.3850	-0.140	5.57
US Treasury	6.000	104.07	58.3850	-0.140	5.57
EU (French Govt)	6.000	104.07	58.3850	-0.140	5.57
London mid-day	6.000	104.07	58.3850	-0.140	5.57
† Gross (including withholding tax at 12.5 per cent payable by non-residents)					
Source: M&I International					

## US INTEREST RATES

Rate	One month	Three months	Six months	One year	Two years	Three years	Five years	Seven years	Ten years	30 years
Prime rate	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25
Federal funds rate	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25
90-day T-bill	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25
2-year T-bill	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25
3-year T-bill	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25
5-year T-bill	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25
7-year T-bill	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25
10-year T-bill	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25
30-year T-bill	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25

## BOND FUTURES AND OPTIONS

Contract	Open	Settle	Change	High	Low	Est. vol.	Open int.
Jun 120.14	120.14	120.14	0.00	120.14	120.14	171,891	158,259
Sep 120.14	120.14	120.14	0.00	120.14	120.14	32,523	71,993
Dec 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Mar 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Jun 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Sep 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Dec 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Mar 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Jun 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Sep 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Dec 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Mar 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Jun 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Sep 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Dec 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Mar 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Jun 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Sep 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Dec 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Mar 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Jun 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Sep 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Dec 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Mar 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Jun 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Sep 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Dec 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Mar 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Jun 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Sep 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Dec 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Mar 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Jun 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Sep 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Dec 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Mar 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Jun 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Sep 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Dec 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Mar 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Jun 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Sep 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Dec 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Mar 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Jun 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Sep 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Dec 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Mar 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,111
Jun 120.14	120.14	120.14	0.00	120.14	120.14	11,111	11,11







## COMMODITIES AND AGRICULTURE

## Star Mining's Russian hopes revived

By Chrystie Freeland in Moscow

Star Mining, the Australian mining company whose stake in a Russian gold mine was unexpectedly revoked by a court decision earlier this year, could have its interest restored by a government resolution signed by Mr Victor Chernomyrdin, the Russian prime minister, earlier this week.

Russian and western investors involved in the development of Sukhoi Log, the 31m troy ounce

gold deposit caught up in the legal wrangle, cautiously cheered the prime minister's move and said they hoped it would open the way for the project to go ahead.

The resolution calls for the privatisation of the Lenzoloto joint venture, the company working the gold deposit, to be upheld and for the current division of shares to be maintained.

To resolve the legal problems raised by Russian courts on March 31, the prime minister's decree

calls for the company to hold a new shareholders' meeting at which it is directed to approve a new version of founding documents, which do not clash with Russian legislation. The company has called a shareholders' meeting for June 28 at which it plans to make the necessary changes.

Lenzoloto and government officials welcomed the ruling. They said it would undo a legal knot which had threatened to derail the development of Russia's largest

gold deposit and set a worrying precedent for foreign investment.

"In effect, this legalises the company and creates an impulse for unblocking the existing situation," Mr Boris Yatskevich, a board member of Lenzoloto and deputy minister for natural resources, told the Russian news agency Interfax.

Officials from Star Mining and JCI, its South African partner in the venture, were in Moscow yesterday to try to secure the new arrangement.

The court's surprise decision to rule against the privatisation of Lenzoloto and formally dissolve the company earlier this year was greeted with dismay by western investors, who feared it set a dangerous precedent.

Russia's swift and unruly privatisation process means that few companies were privatised strictly according to the letter of the law, provoking fears that the Lenzoloto case might be repeated at other enterprises.

## Bull run in coffee collapses

## MARKETS REPORT

By Gary Mead and Kenneth Gooding

The recent bull run in coffee futures in London collapsed yesterday, as the July future for robusta on the London International Financial Futures Exchange slipped 5.5 pence on the day.

The July contract closed at \$1,905 a tonne, down \$178, with almost \$100 of the slide happening in the last 15 minutes, as profit-takers sought to lock in gains made last week, when the price reached a 20-month peak.

In New York, the pattern was similar on the Coffee, Sugar and Cocoa Exchange, where July arabica beans initially fell to 232 cents a pound, the lowest since May 13, before recovering to 236.50 cents, down 15.05 cents on the previous close.

There was also a bearish mood on the international Petroleum Exchange, with Brent oil for July delivery down 27 cents a barrel to \$18.45 in late trading.

Copper bulls received a boost when the International Copper Study Group, a United Nations-sponsored organisation, said it expected only a "modest copper supply surplus" this year on the basis of forecasts supplied by member nations.

## Vietnam takes a fresh look at tea

As a convoy of vehicles lurches along a track in northern Vietnam, a stream of bicycles travels in the opposite direction, carrying wicker panniers bulging with freshly picked tea.

"That's one of our biggest problems: transportation," says Mr Noshir Jainawala, Indian field adviser to the Phn Ben Tea Company, a Belgian-Vietnamese joint venture at the forefront of a revival in Vietnam's neglected tea sector.

Without an asphalt road to the plantations a few kilometres away, the processing plant run by Phn Ben relies on basic transport, often resulting in damaged tea.

Such problems are familiar to investors in Phn Ben. But they mirror the issues facing Vietnam's tea industry, as it attempts to establish a presence on international markets. If it is to achieve that goal, a thorough overhaul is needed.

"What they were doing here when we arrived was what the tea industry was doing in the 1950s. We've had to try and change that in a year," said Mr Jain Lang, Phn Ben's general director.

Tea has been grown in Vietnam since the Chinese introduced it to the country's hilly north about a thousand years ago. French colonialists were active in commercial production at the turn of the century.



Vietnamese tea growers are still schooled in traditional practices

After the upheaval of revolution and war, the industry bounced back with help from the former Soviet Union, which supplied equipment in return for absorbing more than 60 per cent of exports. But that ended with the collapse of the Soviet system.

Current production from the country's 70,000 hectares is about 38,000 tonnes of green and black tea a year. Half is exported, the bulk being black tea shipped to Iran and Iraq.

Until Phn Ben's foreign investors arrived a year ago, the plant was muddling through on government handouts, obsolete machinery and hopelessly inefficient growing techniques.

The foreign side of the \$8m joint venture is Sipef, a commodities company listed on the Brussels and Geneva bourses; Templeton, a US investment fund; and two Flemish institutional investors. Vietnam Tea Corp (Vintea), the dominant state-run producer and exporter, is the local partner.

They aim to transform Phn Ben into a modern tea operation, supplying Europe, the US and Pakistan with high grade cut, twist and curl and orthodox teas.

The first step was buying a new processing line, installed this month by Bedi & Bedi of India. Jersey-based Tea Estate Agencies handles marketing.

Boosting yield is the top priority, according to Mr Lang. "Even if you take average north Indian yields, which are 2,000kg per hectare of black tea, that's 140,000 tonnes. The Vietnamese can quadruple their yield, even if they don't plant another hectare."

Such concepts are alien to Vietnamese growers still schooled in traditional practices. Take drainage. Mr Jainawala says farmers held out for six months against the introduction of hillside drainage, refusing to believe it would improve quality.

Tea pickers who tended to strip bushes at the first sign of foliage are slowly being encouraged to cultivate

"maintenance leaves" lower down the bush as a way of ensuring sustainable growth.

Another problem is seeds. In the absence of fresh seed stock, farmers simply replace old seed collected from the ground.

For Mr Lang, the next step is to import new seeds from India. Although India bans the export of indigenous tea seeds, he hopes an intergovernmental deal may be possible given the warm relations between the countries.

The developments at Phn Ben may mesh with Hanoi's official policy of encouraging foreign investment in value-added agriculture processing. But it is hard to predict a future for foreign investment in tea because the authorities appear ambivalent towards encouraging more.

Vintea general director Mr Nguyen Kim Phong says a master-plan for the development of the tea industry calls for the planting of an additional 30,000 hectares by 2000. That will require investment of \$100m. But he is reluctant to spell out a role for foreign investors in meeting these targets.

Bankers suspect policy-makers are facing pressure from local producers. They may be reluctant to enter into revenue-sharing arrangements with foreign companies in an industry where returns can be rapid.

Jeremy Grant

## COMMODITIES NEWS DIGEST

## Rumours sweep palladium market

The London palladium market was yesterday swept by rumours of a possible default on the delivery of the metal, an essential material in some electronic components and catalysts, as chaos caused by Russia's failure to export any palladium this year increased.

Dealers stopped quoting forward rates for palladium after the cost of borrowing the metal for one month soared to an unprecedented annualised rate of 300 per cent, compared with the 2-3 per cent seen in normal conditions. Market-making members of the London Platinum & Palladium Market Association then hastily called an informal meeting yesterday afternoon to discuss measures to restore order to the market.

At the morning price "fixing" in London palladium reached a record \$235 a troy ounce, but by the close last night it was \$210, down \$10 an ounce from Wednesday's close.

Mr Nick Moore, analyst at Flemings Global Mining Group, pointed out that there was no fundamental shortage of palladium but bureaucratic hold-ups were stopping deliveries from Russia, the biggest producer. "This is a transitory event. When Russia starts exporting again, palladium is likely to come out in a deluge and the bubble will burst."

There were conflicting rumours about the role being played by the Tiger Fund, a US hedge fund that dealers suggested had built up a palladium stock of 1.5m ounces. Some months ago, when the palladium price was \$130 an ounce, Tiger said it expected the price to move up to between \$200 and \$300 an ounce.

Kenneth Gooding, Mining Correspondent

## Exchanges urged to co-operate

Greater international co-operation in regulation of commodity exchanges loomed forward yesterday, with the publication of an interim report from the London Commodity Futures Market Conference, which first met in November 1996 in the wake of the Smitson copper affair. The conference aims to develop global standards of best practice in commodity markets.

Ms Brookley Born, chair of the Commodity Futures Trading Commission in the US and one of three co-chairs of the London Conference, said "collaborative efforts are not merely useful, they are absolutely essential" to ensure international exchanges and regulators are better placed to prevent commodity market manipulation.

However, she told the Financial Times that "it's impractical at this point in history to be too prescriptive. I think it's useful that exchanges around the world continue to have differing regulatory mechanisms for dealing with this problem; that way, we can see a variety of methods and assess which work best."

Details of the report were presented at the International Derivatives Conference in London by Ms Born; Mr Hidehiro Konno, director-general of Japan's Ministry of International Trade and Industry; and Sir Andrew Large, chairman of the UK's Securities and Investments Board. Their final report, which will set out guidelines concerning best practice on contract design, market surveillance and information sharing, is scheduled to be published at a meeting to be held in Tokyo in October.

Gary Mead

## COMMODITIES PRICES

## BASE METALS

## LONDON METAL EXCHANGE

(Prices from Antismelted Metal Trading)

ALUMINIUM 99.7 Purity (\$ per tonne)	Close	1570.5-77.5	1599-600
Previous	1599-70	1599-600	
High/Low	1599-600	1599-600	
AM Official	1572-73	1599-600	
Kerb close	1599-600	1599-600	
Open int.	262,365		
Total daily turnover	85,183		

Open Int.	262,365
Total daily turnover	85,183
■ ALUMINIUM ALLOY (\$ per tonne)	

ALUMINUM ALLOY (\$ per tonne)		
Close	1460-85	1484-85
Previous	1455-85	1480-85

High/Low	1480-83	1485/1483
AM Official	1460-61	1480-83
Kerb close		1480-85

Open int.	5,172
Total daily turnover	1,457
LEAD (\$ per tonne)	

LEAD (\$ per tonne)		
Close	621.5-2.5	635-8
Previous	812-13	626-27

High/Low	815	840/828
AM Official	814.5-5.5	828.5-30
Kerb close		838-8

Open Int.	34,856
Total daily turnover	10,246
■ NICKEL (\$ per tonne)	

NICKEL (\$ per tonne)		
Close	7110-15	7220-25
Previous	7040-45	7130-40

High/Low	7090-94	7240/7140
AM Official	7090-94	7190-91
Kerb close		7235-40

Open int.	53,144
Total daily turnover	11,845
■ TIN (\$ per tonne)	.

Close	5805-15	5840-50
Previous	5555-65	5610-20
High/Low		5570-80/5585

High/Low		5870/5605
AM Official	5570-80	5615-20
Kerb close		5670-80
Open int	18.647	

Open int.	18,647
Total daily turnover	4,858
■ ZINC, special high grade (\$ per tonne)	

Close	1345-47	1369.5-70
Previous	1319-20	1344-45
High/Low	1338	1375/1357

High/Low	1338	1375-1357
AM Official	1338-38.5	1359-60
Kerb close		1374-75
Open Int.	93.148	

Open int.	93,148
Total daily turnover	24,774
<b>100% COPPER, grade A (\$ per tonne)</b>	

Close	2633-36	2475-76
Previous	2593.5-36.5	2475.5-76.0
High/Low	2639	2487/2465

AM Official	2538-39	2476.5-77
Kerb close		2481-82
Open Int.	137,845	

total daily turnover	48,109
LINE AM Official 2/S rate	1.8297
LINE Closing 2/S rate	1.8310

LINE Closing 2/5 rate: 1.6310	
1.6325 3 rate: 1.6293 6 rate: 1.6287 9 rate: 1.6298	

HIGH GRADE COPPER (COMEX)				
Sett	Day's			Open
price	change	High	Low	High

	price	change	High	Low	Vol	int
116.75	+1.15	118.90	115.50	464	2,818	
117.00	+1.35	117.20	115.50	736	32,548	

ag	114.80	+0.85	114.75	113.50	501	2,506
ap	113.80	+1.15	113.80	112.40	1,331	7,104
et	111.80	+1.15	-	-	8	1,128

Low	110.50	+1.35	-	-	16	1,220
Total					10,494	88,752

PRECIOUS METALS







**FT MANAGED FUNDS SERVICE**

● FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 873 4378 for more details.

[illegible]



● FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 573 4578 for more details.

[illegible]



**INVESTMENT TRUSTS - Cont**

	Notes	Price	Yield	Vol.
Municipals	↑	101	-	100
Waterworks		101	-	100
Municipal Securities	↓	101	-	100
Waterworks		101	-	100
Municipal & Ind. Inc.	↓	101	-	100
Waterworks		101	-	100
Municipal & Labor Adv.	↓	101	-	100
Waterworks		101	-	100
Municipal Corp. (Common)	↓	101	-	100
Waterworks		101	-	100
Municipal Ltd.	↓	101	-	100
Waterworks		101	-	100
Municipal European	↓	101	-	100

8. \_\_\_\_\_

[illegible]

100

[illegible]

**1000**

	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1
--	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	---

1125	+2	1135
1125	+1	1175
		4015

NAME	DATE	TIME	LOCATION	REMARKS
John Doe	10/10/2023	10:00	Room 101	Arrived on time
Jane Smith	10/10/2023	10:05	Room 101	Arrived on time
Bob Johnson	10/10/2023	10:10	Room 101	Arrived on time
Alice Brown	10/10/2023	10:15	Room 101	Arrived on time
Charlie Davis	10/10/2023	10:20	Room 101	Arrived on time
Eve White	10/10/2023	10:25	Room 101	Arrived on time
Frank Green	10/10/2023	10:30	Room 101	Arrived on time
Grace Black	10/10/2023	10:35	Room 101	Arrived on time
Henry Blue	10/10/2023	10:40	Room 101	Arrived on time
Ivy Gold	10/10/2023	10:45	Room 101	Arrived on time
Jack Silver	10/10/2023	10:50	Room 101	Arrived on time
Karen Copper	10/10/2023	10:55	Room 101	Arrived on time
Leo Iron	10/10/2023	11:00	Room 101	Arrived on time
Mia Zinc	10/10/2023	11:05	Room 101	Arrived on time
Noah Nickel	10/10/2023	11:10	Room 101	Arrived on time
Olivia Tin	10/10/2023	11:15	Room 101	Arrived on time
Peter Lead	10/10/2023	11:20	Room 101	Arrived on time
Quinn Platinum	10/10/2023	11:25	Room 101	Arrived on time
Rachel Palladium	10/10/2023	11:30	Room 101	Arrived on time
Sam Silver	10/10/2023	11:35	Room 101	Arrived on time
Tina Gold	10/10/2023	11:40	Room 101	Arrived on time
Umar Copper	10/10/2023	11:45	Room 101	Arrived on time
Victor Iron	10/10/2023	11:50	Room 101	Arrived on time
Wendy Zinc	10/10/2023	11:55	Room 101	Arrived on time
Xavier Nickel	10/10/2023	12:00	Room 101	Arrived on time
Yara Tin	10/10/2023	12:05	Room 101	Arrived on time
Zoe Lead	10/10/2023	12:10	Room 101	Arrived on time

2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379	2380	2381	2382	2383	2384	2385	2386	2387	2388	2389	2390	2391	2392	2393	2394	2395	2396	2397	2398	2399	2400	2401	2402	2403	2404	2405	2406	2407	2408	2409	2410	2411	2412	2413	2414	2415	2416	2417	2418	2419	2420	2421	2422	2423	2424	2425</
------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	--------

[illegible][illegible]

**score!watch**

CRICKET 12.36

England v Australia  
First Test (day 1)  
England: 107 for 0, 21.1 overs

**www.beeb.com**

*the***score!**

...sports news...results...previews...  
...features...personalities...facts

**beeb @ the BBC**

## INV TRUSTS SPLIT CAPITAL

[illegible]







## LONDON STOCK EXCHANGE

## Bid hints trigger return of confidence in shares

MARKET REPORT  
By Steve Thompson,  
UK Stock Market Editor

Sentiment in UK stocks, which has been severely dented in recent sessions, improved sharply yesterday, leaders clawing their way back into positive territory after an early bout of weakness and finishing the session in good heart.

However, second line and smaller shares were out of favour, drifting lower in fairly light trading.

The recovery in blue chip stocks came after the Confederation of British Industry's May

survey of distributive trades, and news of higher-than-expected weekly US jobless claims.

The latter was interpreted as a good indicator of the US non-farm payroll report for May, expected today. The report is one of the crucial economic figures scrutinised by the Federal Reserve's Open Market Committee during its monetary policy deliberations.

The FOMC next meets on July 2. Treasury bonds, easier overnight, held relatively steady on the jobless news, while the Dow Jones Industrial Average was up around 20 points in early New York trading and 66 points higher after London closed.

The CBI survey indicated a slowing in high street sales during the month, news that was well received by a stock market worried that the newly installed monetary policy committee's first meeting would produce an interest rate rise.

Dealers insisted, however, that there remained a possibility that rates would be lifted, although some said the committee might prefer to wait for details of the new chancellor's first Budget, scheduled for July 2, before recommending an increase.

Along with the interest rate worries, growing nervousness about the content of the first Labour Budget had driven lead-

ing stocks on London's equity market sharply lower over the previous six sessions.

There was also a story that some of London's weakness had been caused by an overseas seller of over £200m worth of UK stocks. The FTSE 100 index built quickly on its recovery, eventually closing the session 13.1 higher at 4,576.2.

The FTSE 250 finished 1.9 easier at 4,465.9, while the SmallCap slipped 0.5 to 2,277.4. Turnover at 6pm reached \$56.6m.

The market's rally was also accompanied by a sudden uptick in the banking sector, which responded to a revival of

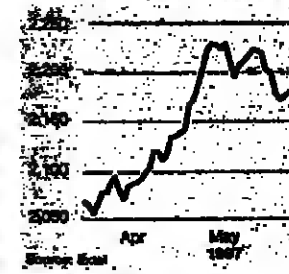
the recent merger talk.

The rumours settled once again on Abbey National, where it was said that talks with NatWest Bank had been resurrected. Another story was that Prudential Group was seeking a merger partner, preferably Abbey. An old rumour of an HSBC move against Royal Bank of Scotland was the latter barely touched.

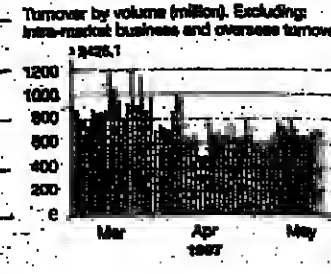
Scotlec pointed out, however, that the market's burst of takeover enthusiasm had coincided with the cascade of Australian wickets in the Test match against England at Edgbaston.

Lasmo was the best Footsie performer, after news of its big acquisition in Venezuela.

## FTSE All-Share Index



## Equity shares traded



## Indices and ratios

FTSE 100	4576.2	+19.1	FT 30	2952.3	+8.0
FTSE 250	4465.9	-1.9	FTSE Non-Fin p/e	18.50	18.50
FTSE 350	2220.3	+7.3	FTSE 100 P/E Jun	4573.0	+23.0
FTSE All-Share	2181.0	+5.61	10 yr Gilt yield	7.17	7.17
FTSE All-Share yield	3.56	3.57	Long Gilt yield	2.02	2.01

## Best performing sectors

1 Life Assurance	+2.5
2 Telecommunications	+1.7
3 Oil Exploration & Prod	+1.5
4 Retailers: Food	+1.0
5 Transport	+1.0

## Worst performing sectors

1 Gas Distribution	-1.2
2 Paper Pkg & Printing	-0.9
3 Extractive Industries	-0.8
4 Diversified Industrials	-0.8
5 Household Goods	-0.7

## Oil deal boosts Lasmo

By Joel Kibazo, Martin Brice  
and Steve Thompson

Oil explorer Lasmo raced higher in late trading after the company confirmed reports it had won a hotly contested bid to develop the Dacion oil field in Venezuela.

Lasmo said it had paid \$458m to win the bid and that it expected to invest a further \$750m in the 20-year operating contract, which would lift oil output from 12,500 barrels per day to 90,000 bpd within three to four years.

Shares in the group moved briskly ahead on the news and by the close had gained 11 to 25p, making it the best performer in the FTSE 100. Volume of 8.7m placed it just outside the list of the 10 most actively traded stocks of the session.

Leading brokers welcomed the deal, one said: "This is a deal that stops Lasmo being dominated by its Algerian success. It is in a much sought after area that will enable Lasmo to add to reserves at a low cost."

In the rest of the sector, Premier Oil hardened to 44p. Lehman Brothers favours the shares and has an "outperform" rating on the stock. The oil team at the US investment bank believes "recent drilling suc-

cess in Indonesia is clearly not factored into the price yet". It added: "Another area to watch is Pakistan, where Premier is currently working on a well in the Petro area, adjacent to the Indian border."

An initial slide in some of the banking stocks, notably Abbey National, was reversed in mid-morning as a round of takeover speculation returned to the market.

Abbey quickly stabilised and then raced ahead to close 16p higher at 84p. The talk in the market suggested that merger talks with NatWest Bank, widely reported in recent weeks, had resumed. NatWest stock added 9p at 73p. Adding fuel to the fire in Abbey shares was another suggestion that Prudential Group was considering a merger approach for Abbey.

Other traders said the strength in Prudential shares stemmed from the recent surge in Norwich Union shares on the unofficial "grey market". City Index, the financial, political and sports spread betting bookmakers, said Norwich shares had closed at 333p. 34p yesterday. IG Index quoted Norwich at 336p. 34p. Legal & General, viewed as a perfect proxy for Norwich Union, ran up 8p to 44p. 4p.

Royal Bank of Scotland was driven higher, also in the wake of the usual takeover chatter, which once again was linked with HSBC. RBS's shares finished 11 higher at 60p. Turnover was a hefty 4.9m shares.

Halifax, on the other hand, remained in the doldrums, the shares easing 3p to 78p. In the event that consolidation does not occur, the value of the defence division alone is at least £5.2bn, which compares with a total enterprise value of £4.6bn for BAA. This suggests that even under the most pessimistic scenario, the current share price is undervaluing BAA's Defence.

Dreadnought Kleinwort Benson were also said to have urged investors to buy the shares. Strong results from Railtrack helped the shares rise 12p to 65p in volume of 7.3m as the market shrugged off comments that the regulator might impose tougher demands on the company. Analysts dismissed comments from Mr John Swift, the rail regulator, who said Railtrack had a "long way to

go" on investment commitments and that he would review its performance. Railtrack said it was ahead of the investment programme set by the regulator. The effect of a windfall tax would seem to be included in Railtrack's share price, with one analyst saying yesterday: "I don't see how they could possibly be out of the windfall tax."

Boots was the focus of attention by analysts as they adjusted forecasts for the effect of higher interest charges stemming from the 44.2p a share special dividend announced yesterday.

ASDA-Asda Retail Group's demand for pre-tax profits forecasts from £581m to £565m for the year to next March and put the effect of the £440m payment at £26m a year.

NatWest Securities maintained its "add" stance while adjusting its forecast from £604m to £580m to take account of the higher interest charges. Mr John Richards at the broker said: "The clear message is that Boots is doing what other retailers are not doing, and that is providing a degree of consistency."

Boots shares closed at 82p, up nearly 4p on the special dividend of 44.2p announced yesterday, in chunky volume of 7.4m.

Headline Group became the latest company to move the date of dividend payment forward to beat the coming Budget. It brought forward the date of its final 4.5p payment six days to July 1, the day before Mr Gordon Brown presents his first Budget. Headline rose 6p to 307p.

British Airways benefited from news that its link-up with American Airlines was a step closer, after it seemed willing to compromise on the issue of take-off and landing slots at Heathrow airport. BA was the

third biggest riser in the Footsie, up 20 to 715p in volume of 9.5m.

Mr Richard Hannah at UBS said: "We are hopeful that BAA seems to be getting closer to some sort of deal with the US authorities."

Troubled Pilkington saw the second biggest number of trades in the FTSE 250 as it fell 7 to 117p in volume of 18m after it said its final results were "disappointing". Among analysts who have adjusted their estimates, Mr Michael Betts at Goldman Sachs retained his "buy" recommendation to investors, despite reducing his forecast for the company's rate for pre-tax profits for the year to next March from £160m to £145m.

NatWest Securities maintained its "add" stance while adjusting its forecast from £604m to £580m to take account of the higher interest charges. Mr John Richards at the broker said: "The clear message is that Boots is doing what other retailers are not doing, and that is providing a degree of consistency."

Boots shares closed at 82p, up nearly 4p on the special dividend of 44.2p announced yesterday, in chunky volume of 7.4m.

Headline Group became the latest company to move the date of dividend payment forward to beat the coming Budget. It brought forward the date of its final 4.5p payment six days to July 1, the day before Mr Gordon Brown presents his first Budget. Headline rose 6p to 307p.

British Airways benefited from news that its link-up with American Airlines was a step closer, after it seemed willing to compromise on the issue of take-off and landing slots at Heathrow airport. BA was the

## FT 30 INDEX

	Jun 5	Jun 4	Jun 3	Jun 2	May 30	Yr ago	High	Low
FT 30	2952.3	2948.3	2945.9	2942.7	2937.5	2783.3	2958.8	2936.8
Ord. dv. yield	3.72	3.72	3.72	3.72	3.68	3.58	4.22	3.62
P/E ratio	17.85	17.80	17.80	17.80	18.03	18.33	15.80	15.80
P/E ratio	17.87	17.82	17.85	17.87	17.84	16.02	18.14	15.71

FT 30 since completion: high 2948.3 (1997/98), low 2840.4 (2000/01). Base Date: 1/1/95.

## FT 30 hourly changes

	Jun 5	Jun 4	Jun 3	Jun 2	May 30	Yr ago
Open	2952.3	2948.3	2945.9	2942.7	2937.5	2783.3
Close	2952.3	2948.3	2945.9	2942.7	2937.5	2783.3

SEAG's earnings 41,277 | 45,738 | 48,983 | 60,715 | 42,587 | 33,724 || Equity turnover (p/ft) | - | NA | NA | NA | NA | 18.21 |
| Equity turnover (p/ft) | - | NA | NA | NA | NA | 38.94 |
| Shares traded (m) | - | NA | NA | NA | NA | 708.7 |

Including Intra-market and overseas turnover but excluding Credit turnover.

© FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

FTSE International Limited 1997. All rights reserved. For 1997.

## De Beers Centenary Finance PLC

(Incorporated in the Isle of Man under the Companies Act 1931 to 1993)  
Registered Number 66055C

£100,000,000 9% PER CENT GUARANTEED

BONDS DUE 2020 (the 'Bonds')

INTEREST PAYMENT NO. 5

Interest on the Bonds for the six months ending 30 June 1997 at the rate of 4.875% per annum in principal amount of the Bonds will be paid on 30 June 1997 as follows:-

a) To holders of Bonds in registered form registered as such on 18 June 1997; and

b) To holders of Bonds in bearer form by presentation and surrender of coupon no. 5 detached from Bearer Bonds to any of the following paying agents:-

Morgan Guaranty Trust Company of New York

60 Victoria Embankment, United Kingdom

Morgan Guaranty Trust Company of New York

Avenue des Arts 35

B-1040 Brussels, Belgium

Swiss Bank Corporation

Paradeplatz 6

CH-8001 Zurich

Switzerland

Barque Paribas

100 boulevard Royal

L-1050 Luxembourg

The ex-interest date on the London Stock Exchange is 9 June 1997.

Payment of interest will, where applicable, be subject to deduction of United Kingdom income tax.

Registered and Head Office: 6 Hope Street, Castle Street, Isle of Man, IM3 1AS, United Kingdom

3 June 1997

Registrar: The Royal Bank of Scotland plc, Fargate House, 100, Broad Street, Bristol BS2 1BN, United Kingdom

US\$ 20 000 000 EURO EURO MEDIUM TERM NOTE

PROGRAMME OF SOCIETE GENERALE

SGA SOCIETE GENERALE ACCEPTANCE N.V.

AND SOCIETE GENERALE AUSTRALIA LIMITED

SERIES 123/94-9, TRI

SGA SOCIETE GENERALE ACCEPTANCE N.V.

FRF 1 000 000 000 FLOATING RATE NOTES DUE

SEPTEMBER 1997

ISIN CODE: XS0002643755

For the period March 10, 1997 to June 10, 1997

the new rate has been fixed at 3.5625% p.a.

Next payment date: 1 June 10, 1997

Coupon rate: 11

Amount: FRF 987.28 for the denomination of FRF 100 000

FRF 9 872.83 for the denomination



## WORLD STOCK MARKETS

## WORLD STOCK MARKETS

[illegible][illegible]

SINGAPORE		MALAYSIA (Jun 5 MYR)	
1000000	1.0000	1000000	1.0000
500000	0.5000	500000	0.5000
250000	0.2500	250000	0.2500
100000	0.1000	100000	0.1000
50000	0.0500	50000	0.0500
25000	0.0250	25000	0.0250
10000	0.0100	10000	0.0100
5000	0.0050	5000	0.0050
2500	0.0025	2500	0.0025
1000	0.0010	1000	0.0010
500	0.0005	500	0.0005
250	0.00025	250	0.00025
100	0.00010	100	0.00010
50	0.00005	50	0.00005
25	0.000025	25	0.000025
10	0.000010	10	0.000010
5	0.000005	5	0.000005
2.5	0.0000025	2.5	0.0000025
1	0.0000010	1	0.0000010
0.5	0.0000005	0.5	0.0000005
0.25	0.00000025	0.25	0.00000025
0.1	0.00000010	0.1	0.00000010
0.05	0.00000005	0.05	0.00000005
0.025	0.000000025	0.025	0.000000025
0.01	0.000000010	0.01	0.000000010
0.005	0.000000005	0.005	0.000000005
0.0025	0.0000000025	0.0025	0.0000000025
0.001	0.0000000010	0.001	0.0000000010
0.0005	0.0000000005	0.0005	0.0000000005
0.00025	0.00000000025	0.00025	0.00000000025
0.0001	0.00000000010	0.0001	0.00000000010
0.00005	0.00000000005	0.00005	0.00000000005
0.000025	0.000000000025	0.000025	0.000000000025
0.00001	0.000000000010	0.00001	0.000000000010
0.000005	0.000000000005	0.000005	0.000000000005
0.0000025	0.0000000000025	0.0000025	0.0000000000025
0.000001	0.0000000000010	0.000001	0.0000000000010
0.0000005	0.0000000000005	0.0000005	0.0000000000005
0.00000025	0.00000000000025	0.00000025	0.00000000000025
0.0000001	0.00000000000010	0.0000001	0.00000000000010
0.00000005	0.00000000000005	0.00000005	0.00000000000005
0.000000025	0.000000000000025	0.000000025	0.000000000000025
0.00000001	0.000000000000010	0.00000001	0.000000000000010
0.000000005	0.000000000000005	0.000000005	0.000000000000005
0.0000000025	0.0000000000000025	0.0000000025	0.0000000000000025
0.000000001	0.0000000000000010	0.000000001	0.0000000000000010
0.0000000005	0.0000000000000005	0.0000000005	0.0000000000000005
0.00000000025	0.00000000000000025	0.00000000025	0.00000000000000025
0.0000000001	0.00000000000000010	0.0000000001	0.00000000000000010
0.00000000005	0.00000000000000005	0.00000000005	0.00000000000000005
0.000000000025	0.000000000000000025	0.000000000025	0.000000000000000025
0.00000000001	0.000000000000000010	0.00000000001	0.000000000000000010
0.000000000005	0.000000000000000005	0.000000000005	0.000000000000000005
0.0000000000025	0.0000000000000000025	0.0000000000025	0.0000000000000000025
0.000000000001	0.0000000000000000010	0.000000000001	0.0000000000000000010
0.0000000000005	0.0000000000000000005	0.0000000000005	0.0000000000000000005
0.00000000000025	0.00000000000000000025	0.00000000000025	0.00000000000000000025

[illegible][illegible][illegible]

THAILAND (Jan 5 / TW 4)		THAILAND (Jan 5 / Bnd)	
10	10	10	10
11	11	11	11
12	12	12	12
13	13	13	13
14	14	14	14
15	15	15	15
16	16	16	16
17	17	17	17
18	18	18	18
19	19	19	19
20	20	20	20
21	21	21	21
22	22	22	22
23	23	23	23
24	24	24	24
25	25	25	25
26	26	26	26
27	27	27	27
28	28	28	28
29	29	29	29
30	30	30	30
31	31	31	31
32	32	32	32
33	33	33	33
34	34	34	34
35	35	35	35
36	36	36	36
37	37	37	37
38	38	38	38
39	39	39	39
40	40	40	40
41	41	41	41
42	42	42	42
43	43	43	43
44	44	44	44
45	45	45	45
46	46	46	46
47	47	47	47
48	48	48	48
49	49	49	49
50	50	50	50
51	51	51	51
52	52	52	52
53	53	53	53
54	54	54	54
55	55	55	55
56	56	56	56
57	57	57	57
58	58	58	58
59	59	59	59
60	60	60	60
61	61	61	61
62	62	62	62
63	63	63	63
64	64	64	64
65	65	65	65
66	66	66	66
67	67	67	67
68	68	68	68
69	69	69	69
70	70	70	70
71	71	71	71
72	72	72	72
73	73	73	73
74	74	74	74
75	75	75	75
76	76	76	76
77	77	77	77
78	78	78	78
79	79	79	79
80	80	80	80
81	81	81	81
82	82	82	82
83	83	83	83
84	84	84	84
85	85	85	85
86	86	86	86
87	87	87	87
88	88	88	88
89	89	89	89
90	90	90	90
91	91	91	91
92	92	92	92
93	93	93	93
94	94	94	94
95	95	95	95
96	96	96	96
97	97	97	97
98	98	98	98
99	99	99	99
100	100	100	100

[illegible]

**Rockwell**  
<http://www.rockwell.com>

<http://www.rockwell.com>

## U.S. INDICES

[illegible]

TOKYO - MOST ACTIVE STOCKS: Thursday, June 2, 1987		Stock
Stocks	Closing	Change
Yamaha	1,100	+10
Fujitsu	1,050	+10
Hitachi	1,000	+10
Nissan	950	+10
Mitsubishi	900	+10
Toyota	850	+10
Sony	800	+10
Panasonic	750	+10
Daewoo	700	+10
Hyundai	650	+10
Kia	600	+10
Subaru	550	+10
Mazda	500	+10
Suzuki	450	+10
Isuzu	400	+10
Infiniti	350	+10
Lexus	300	+10
Volvo	250	+10
Mercedes	200	+10
Bentley	150	+10
Rolls Royce	100	+10
Ferrari	50	+10







## NYSE PRICES

[illegible]**NASDAQ NATIONAL MARKET**[illegible]

## AMEX PRICES

[illegible]

Have your FT hand delivered in

# The Netherlands.

Gain the edge over your competitors by having the Financial Times delivered to your home or office every working day. Hand delivery services are available for subscribers in all major cities throughout The Netherlands. Please call (020) 623 94 30 for more information.

## EASDAQ

	Mid price on day				Company	Mid price on day			
	Change day	High	Low	Low		Change day	High	Low	Low
Alcatel	US\$5.5	8	0.25	4.3%	Spain Telecom AS	US\$17.75	1000	12.25	5.375
Alcatel Systems	US\$12.65	1520	11.25	0.5	Intermagica	US\$1.75	2500	12.25	10.375
Alcatel Systems	FRF5	20000			Telecom Paris	US\$12.25	4.125	11.75	0.125
Telecom AS	US\$20.05	0	26.5	16.675	Paribas	US\$25.25	8	6.125	3.675



## Paris welcomes cabinet with 2.1% climb

## Properties in demand in broadly weaker Tokyo

record high of HK\$18.60 before retreating to close at HK\$17.60; up HK\$5.70 on the day, following an announcement on planned acquisitions.

## Mexico City retreats

## South Africa

## Financials lift South Africa

Another dull day for the bullion price left the golds index off a further 5.4 at a 50-month low of 1,140.3

[illegible]

Copyright, FTSE International Limited. Company, Sector and Co. and Standard & Poor's. 1997. All rights reserved. "FTSE Actuaries" is a joint trademark of The Financial Times Limited and Standard & Poor's. 17/10/97: Pyram Holdings (Medium-Small Cap) Index, CONSTITUENT CHANGE 4/9/97: Name change: Wynn Holdings to Wynn JNG. Latest prices were available for this address.

# ANNOUNCING THE

investor relations magazine  
**UK AWARDS 1997**

**Thursday  
26 June 1997**

## The London Hilton on Park Lane

investor  
relations  
magazine  
★ ★  
UK AWARDS 1997

in association with

**FT**

FINANCIAL TIMES

**Investor Relations** magazine has commissioned an independent in-depth survey of fund managers and analysts to rank this year's top performing investor relations departments across a wide array of IR disciplines.

**The results of the research are not revealed until the night of the awards presentation. It is an event not to be missed by corporate officers and their advisers.**

**Sponsored by:**

Brunswick Group Ltd	Georgeson & Company Inc.
Burrups Ltd	Investor Relations Society
Burson-Marsteller	Lloyds Bank Registrars
College Hill Associates Ltd	Price Waterhouse
Edelman Financial	Technimetrics
Darome Teleconferencing	The Bank of New York
FT. com	The Manifest Voting Agency Ltd
FINANCIAL TIMES	The Royal Bank of Scotland

**For reservations and further information please call:  
Rebekah Bawcutt on (+44) 171 637 3579**







# Credit Risk Analysts

As one of the world's leading investment banking and securities firms, Goldman Sachs has a global reputation which has been built on the skills, creativity and dedication of our people. We are committed to offering a challenging work environment which focuses on excellence in service, teamwork, integrity and creativity.

Our Credit Department is now seeking experienced and motivated credit analysts to join its high-profile and professional team. This team is responsible for managing all forms of credit risk which the firm incurs through its fixed income, equities, foreign exchange, commodities and other transactional businesses. The group is also responsible for supporting, as integral members of client project teams, the firm's investment banking and capital markets business, and providing ratings advisory assistance for our clients.

Successful candidates will be graduates with first-class academic qualifications, together with relevant credit training gained within a recognised investment house,

rating agency or similar institution. You will have between two and seven years relevant experience gained within the corporate, financial institution and/or sovereign (including emerging markets) sectors. Excellent written and oral communication skills are essential and fluency in one or more European languages would be an advantage.

Compensation will be competitive and will reflect normal investment banking practice.

Please apply in writing enclosing both a covering letter and a full curriculum vitae to our managing consultants Tim Smith or Mark Pettman at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LN, or contact them on 0171 269 2472. Fax number 0171 405 9649. Please quote reference 351098.

**Goldman Sachs**

## TRAINEE FUND MANAGERS

**Excellent opportunities for outstanding graduates to join leading investment management organisation.**

Gartmore is recognised as one of the leading investment houses in the City, with a significant presence in both the UK and international markets. With group assets under management in excess of \$50bn, we are the fifth largest investment management company in the UK.

We are now seeking to recruit a number of exceptional graduates to develop a career in investment management. Successful individuals will follow a structured and intensive training programme, and will work closely with a personal mentor as well as undertaking formal study. Performance will be reviewed regularly and you will be expected to take on early responsibility.

To be considered for these positions, you must have a strong academic background and a minimum of a 2.1 degree. We are keen to receive applications both from individuals who have just graduated and those who have gained up to three years' experience within a commercial environment. You must be able to demonstrate a keen interest in developing a career in fund management, although experience within financial services is not a prerequisite.

You will be ambitious and committed, numerate and with an aptitude for analytical problem solving. Your confidence and credibility will give you the ability to make things happen and you will be a strong team player with outstanding interpersonal and presentation skills.

These opportunities provide first class career prospects for outstanding performers and carry a highly competitive remuneration package.

For an application form and information pack, please call our consultants, NBS Assessment Services on 01753 608317 during office hours, quoting reference 5036, before 16th June 1997.

**Gartmore**

Issued and Approved by Gartmore Investment Limited which is regulated by IMRO and the Personal Investment Authority

## Director Emerging Markets

**Global Investment Bank**

**Remuneration Commensurate with Position**

**City**

### THE COMPANY

- ◆ Major UK based international banking group. Stable, profitable, prestigious organisation.
- ◆ Success story within investment banking. Headquartered in London with office network in over 20 countries.

### THE POSITION

- ◆ Fixed Income Sales Trader. Sell diversified US Fixed Income product base to US Institutional and Financial Services companies.
- ◆ Build and maintain strong relationships with key customers globally. Join successful, highly regarded team.

### QUALIFICATIONS

- ◆ Minimum 4 years' experience in high quality US investment banking environment. Strong evidence of exceptional client relationship management skills.
- ◆ Thorough knowledge and proven track record in trading bonds, swaps, options and FX. Also exposure to market making, arbitrage and proprietary trading.
- ◆ Experienced, inspirational manager. Team player.

Please send full cv, stating salary, ref F5706A1, to NBS, 10 Arthur Street, London EC4R 9AY

Fax 0171 623 1525 Tel 0171 623 1520

Aberdeen • Birmingham • Bristol • City • Edinburgh • Glasgow

Leeds • London • Manchester • Slough • Madrid • Paris

NBS Selection - Financial Services



Selection and Search

A BNB Resources plc company

ISO 9002 Registered

## Structured Finance Emerging Markets

**London**

**£ Highly Attractive Package**

Our client is an old established and highly prestigious British Merchant Bank with an enviable reputation for advising and arranging finance across a broad spectrum of emerging markets projects and capital equipment acquisition.

The continued success and expansion of the division has resulted in an exceptional opportunity for a senior individual with a proven track record in high level transaction origination to join this dynamic and highly entrepreneurial team.

Based in London, but with extensive worldwide travel, the successful candidate will be responsible for:

- The origination, structuring and execution of a wide range of transactions.
- The development of products and business in both mature and emerging markets.
- The continuing identification and evaluation of new business opportunities.

The successful candidate will have outstanding interpersonal skills and a minimum of 5-10 years experience with a proven track record of transaction origination and structuring. A creative approach to business is necessary to succeed in this highly meritocratic environment.

This is a senior appointment, with the successful applicant acting as deputy to the Head of the Division. As such, an excellent remuneration package will be offered, based on a generous basic salary.

Interested candidates should contact Richard Colgan or Paul Wilson on 0171 269 2315. Alternatively, write to them, enclosing a full curriculum vitae and current remuneration details at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LN. Fax 0171 405 9649. Please quote reference 341569.



**Michael Page City**

International Recruitment Consultants  
London Paris Frankfurt Madrid Hong Kong Singapore Sydney

## ANALYST - CORPORATE FINANCE

**Excellent  
Package**

**Salomon Brothers**

Established in 1910, Salomon Brothers is a pre-eminent investment banking firm providing a first class service to governments, corporates, financial institutions and blue chip organisations. The European Investment Banking (EIB) division provides a full range of capital raising in sectors as diverse as Energy, Telecommunications and Media, Healthcare, Financial Institutions and Infrastructure across Europe and further afield.

Salomon's reputation has been built on absolute standards of quality, integrity and service. These are born of a desire, and ability, to commit to excellence both in technical and financial capabilities and, crucially, in the character of the professionals they employ.

EIB is now seeking applications from German speaking analysts who have 1-2 years' relevant experience within a similar financial institution. The successful applicant will commence employment with the German Coverage Team based in Frankfurt, and after 12 months return to the European Head Office in London. The analyst role is an important one which supports Senior Bankers through sourcing accurate and detailed research and analysis for business presentations to clients. Typical functions include:

- Financial modelling.
- Quantitative Analysis.
- Research.
- Statistical Support.
- Review and Organisation of Financial Data.

The work is high profile and challenging often involving long hours and intense pressure. Analysts are exposed to a broad range of people and products and expected to contribute ideas and help to win new business. They work alongside

experienced professionals and have access to excellent support and training along with clear career progression opportunities.

To be considered for this opportunity you will need to have strong analytical and numerical skills, both academically and practically. You will also be able to demonstrate achievement in a similarly demanding environment. Fluent German and English are pre-requisite, as is a high calibre first degree, ideally in a finance/math/economics discipline.

In the first instance, please contact Miranda Newbould at Harrison Willis on 0171 344 5154 (daytime), 0171 622 8249 (evenings and weekends) or by writing to her at Harrison Willis, Cardinal House, 39/40 Albemarle Street, London, W1X 4ND.

Fax: 0171 344 0364.  
E-mail: [hwgroup@hwgroup.co.uk](mailto:hwgroup@hwgroup.co.uk)  
<http://www.hwgroup.co.uk/hwgroup>

**HARRISON  
WILLIS**

HW Group Company

## Senior Investment Consultant

**London**

**£ Attractive**

As one of the world's leading investment consulting firms, our client provides investment advice, analytical tools and funds to institutional and individual investors, with offices throughout Europe, North America and the Asia/Pacific region. The investment consulting group is now seeking to recruit a Senior Consultant to expand its London operation.

The successful candidate will be responsible for providing professional advice on investment strategy and management to a prestigious UK and International client base. This will involve the delivery of consulting services encompassing strategic asset allocation policy, manager selection, representation at trustee and investment committee meetings and fund performance evaluation. Further responsibilities include relationship management and new business development.

Candidates will be mature, professional graduates, preferably with an MBA or equivalent qualification and with a minimum of five years' investment related experience gained within fund management, consulting or with

a plan sponsor. Excellent interpersonal and presentation skills, coupled with the ability to communicate effectively both verbally and in written form are essential. The successful candidate will also demonstrate strong management and leadership skills and the ability to effectively manage projects.

This position offers an exceptional opportunity and superb career development for an outstanding investment professional with the enthusiasm and commitment to provide consistently superior consulting services. An attractive remuneration package will reflect both the level of responsibility and the candidate's experience.

Interested applicants should send a full curriculum vitae to Sarah Hesse-Hunter at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LN or by fax to 0171 405 9649. For an initial confidential discussion, please telephone her on 0171 269 2314. Please quote reference 348494.



**Michael Page City**

International Recruitment Consultants  
London Paris Frankfurt Madrid Hong Kong Singapore Sydney

## EQUITY FUND MANAGER

A high calibre motivated individual is required as a junior fund manager for a European Hedge Fund.

The applicant should have at least 3 years experience of European Equity Markets, including a sound working knowledge of company accounts. The Fund uses a bottom-up stock specific investment style, and the role demands an appropriately imaginative approach to equity fund management.

The position is based in the City, within one of Europe's leading specialist fund management companies.

Remuneration will be by salary and performance related bonus.

Please write enclosing your CV to:

PO Box 984, London EC4R 2TL



# NEWTON

David McLean  
Fund ManagerDavid Taylor  
Fund ManagerJack Warner  
Fund Manager

They know the value of service.

## Fund Manager – Private Investment.

Newton Investment Management is a leading UK private investment manager. We are currently seeking a Fund Manager to manage a £100 million UK Private Equity Fund. The successful candidate will be responsible for identifying, evaluating and investing in high quality private equity opportunities across all sectors.

This is an excellent opportunity for a Fund Manager to join a leading UK private investment manager. The successful candidate will be responsible for identifying, evaluating and investing in high quality private equity opportunities across all sectors. We offer a competitive salary and benefits package, and the opportunity to work in a dynamic and challenging environment.

If you are a Fund Manager with a proven track record in private equity investment, and are looking for a new challenge, we would like to hear from you. Please send your CV to: Newton Investment Management, 100 Old Broad Street, London EC2M 1JL. We will be in touch with you if you are successful.

Newton Investment Management is a leading UK private investment manager. We are currently seeking a Fund Manager to manage a £100 million UK Private Equity Fund. The successful candidate will be responsible for identifying, evaluating and investing in high quality private equity opportunities across all sectors.

You must ideally be a graduate with a good knowledge of private equity investment. You must have a proven track record in private equity investment, and be able to demonstrate your ability to identify and evaluate high quality private equity opportunities across all sectors. We offer a competitive salary and benefits package, and the opportunity to work in a dynamic and challenging environment.

The successful candidate will be responsible for identifying, evaluating and investing in high quality private equity opportunities across all sectors. We offer a competitive salary and benefits package, and the opportunity to work in a dynamic and challenging environment.

Please send your CV to: Newton Investment Management, 100 Old Broad Street, London EC2M 1JL. We will be in touch with you if you are successful.

Newton Investment Management is regulated by IMRO.

## Securitization Team

Locations: City of London and Germany  
Competitive Salary and Banking Benefits

One of Germany's largest universal banking groups is expanding its international operations in Germany and London and has a requirement for a securitization execution executive.

The position would be reporting to the Head of Origination and Investments, responsible for structuring, developing and delivering structured finance solutions.

The candidate must be able to illustrate:

- Project leadership.
- Establishing off-balance sheet and special purpose vehicle structures, including asset re-packaging and securitizations.
- Arranging and executing third party client and in-house securitization mandates.
- Working with sales and syndications.
- Co-ordinating due diligence, management and administrative support.
- Reviewing new securitization transactions.
- Liaising with legal, marketing and other structured finance departments in different European regions.
- Experience with rating agencies in negotiating proposed structures.

Candidates must have a minimum of 4 years' relevant experience and a proven track record in closing structured finance transactions.

It is essential the candidate interacts well with the team and has strong written and oral skills. We would expect the candidate to be formally credit or audit trained with sound factoring or structured finance experience and an investment banking product track record.

Please send your full CV together with details of your current package to our recruitment consultant, Karen Lewis, at the address below.

**JONATHAN WREN**

Jonathan Wren Search & Selection Limited  
34 London Wall, London EC2M 5RU  
Telephone 0171 588 0828 Facsimile 0171 588 0829

SEARCH & SELECTION

## Senior Dealing/Trading Roles International Banking Group

Excellent Packages

Surrey

Exciting opportunities for two senior dealing professionals to lead established team. Subsidiary of leading international banking group. Provides niche market dealing in Foreign Currency Banknotes, FX and International Money Markets with large corporate and financial institutions worldwide.

### Chief Manager, Dealing Room

- THE POSITION**
- Responsible for overall performance of specialist Dealing Team. Reports to Managing Director.
- Plan and implement Business Dealing Strategy to cover existing and new markets.
- Manage all dealing exposure and risk. Develop strong client and bank relationships.

- QUALIFICATIONS**
- Proven success in managing dealing operations with experience of international FX, settlement practices and Banknote Dealing. Cites 10 years' experience.
- In-depth knowledge of FX products and treasury management.
- Strategic approach. Excellent communication and relationship management skills.

Please send full cv, stating salary, ref PS78601 and the position in which you are interested to  
NBS, 10 Arthur Street, London EC4R 9AY  
Fax 0171 623 1525 Tel 0171 623 1520

### Senior Dealing Manager

- THE POSITION**
- Manage a regional Dealing Team. Responsible for controlling exposure and risk.
- Develop existing and new markets. Initiate strong client and bank relationships.
- Deputise for Chief Manager.

- QUALIFICATIONS**
- Record of successful management of dealing operations including, ideally, experience of international FX, settlement practices and Banknote Dealing. Minimum 5 years' experience.
- In-depth knowledge of FX products and treasury management.
- Excellent relationship builder. Strong decision making skills.

Aberdeen • Birmingham • Bristol • City • Edinburgh • Glasgow

Leeds • London • Manchester • Slough • Madrid • Paris

NBS Selection - Financial Services

**NBS**

Selection and Search

ISO 9002 Registered

A PSC Resources plc company



## HEAD OF AMERICAN INVESTMENT

Henley-on-Thames £neg. + usual benefits

Perpetual is one of the UK's largest and most successful unit trust groups with funds under management of around £7.4 billion. Our track record of consistent investment performance has won us many prestigious industry accolades.

Due to internal promotion, we are now looking to appoint a replacement Head of our American department. Candidates will need an established track record and the ability to head our team of fund managers covering the American market.

Funds invested in the USA currently amount to some £850m across onshore and

offshore American unit trusts and international funds.

We offer attractive working conditions at a riverside location, together with a very competitive salary package and the usual range of benefits expected at this level.

Please send your CV, together with a covering letter which should highlight the ways in which you feel your experience and record will be of interest to us. All applications will be treated in strictest confidence and should be marked 'Private & Confidential' and addressed to: Robert Yerbury, Chief Investment Officer, at the address below:

Perpetual Investment Management Services Limited, Perpetual House, 47 - 49 Station Road, Henley-on-Thames, Oxon RG9 1AF  
(Regulated by IMRO)

CW100271/US

**Price Waterhouse**

EXECUTIVE SEARCH & SELECTION

## Chief Executive (designate)

Private client investment management

Excellent remuneration Central London

Running an office of around 25 staff, the Chief Executive will be responsible for the management and administration of the trusts and company interests associated with this prominent family. You will be a Director of the overall parent company and also a Director within some private company interests in the UK and overseas. In addition you will oversee the administration of the various trusts and investments and also play a key role in dealing with family members and their individual requirements, including taxation issues.

This is not merely an investment management or trust administration role. There are additional management demands in respect of leadership and ensuring value for money with regard to the services provided plus the need to deal with family members and beneficiaries on a regular basis.

This unique position calls for a combination of experience and skills. You could well be a chartered accountant or lawyer or possibly come from investment management or private banking. Whichever background you come from, you will have experience of dealing with private clients and investment and trust administration. You will certainly have reached a senior level and have experience of office and staff management and will be familiar with dealing with trustees and committees.

In terms of personal qualities, it should go without saying that we seek someone with integrity, discretion, tact and diplomacy. You should have the maturity to deal effectively and openly with people at all levels and ages and be able to thrive in an environment where you are providing a service to family members, even though you will have pressures and demands placed upon you from time to time.

We are looking for someone probably in their mid-late 40's who sees this as their final career move, but who still has the enthusiasm and energy to make a major contribution in this important role.

If you are interested, please write to Alannah Hunt, quoting reference A/1770 together with your CV, salary expectations and demonstrating how you feel you match these requirements. Applications should be received by 21 June.

Executive Search & Selection  
Price Waterhouse Management Consulting Ltd  
Southwark Towers  
32 London Bridge Street  
London  
SE1 9BY  
Fax: 0171 378 0647

## Compliance Professionals

Our client enjoys a global reputation as one of the world's leading investment banking institutions. Dedicated to complying fully with the laws and regulations that govern their business, they are now seeking to recruit two compliance professionals to join their Central Compliance Division.

Assisting the Compliance Director, the principal responsibilities and duties of these two positions within this critical and high-profile division will include:

### Assistant Compliance Officer

Ongoing analysis and assessment of the impact of new regulations in EU member states arising from ISD Implementation. Reviewing investment research and helping develop the surveillance and monitoring capacity of the firm. Analysing UK regulatory initiatives for impact on the firm and developing the necessary changes in policies and procedures.

A sound knowledge of financial products, markets and businesses, together with a thorough understanding of applicable rules and regulations, is required. Ref: MGH122

### Banking Compliance Officer

Providing dedicated compliance support for a business unit that specialises in arranging and syndicating loans and secondary debt trading. Assisting in investigating and responding to external enquiries and helping ensure the firm's compliance with trade and transaction reporting requirements.

Previous experience in commercial lending and knowledge of the regulatory requirements of the Bank of England and the SFA are required. Ref: MGH123

Both roles will demand strong interpersonal skills and the ability to interact comfortably at all levels. You will be educated to degree level, and a professional qualification would be desirable. The salary and benefits package will reflect the importance the firm attaches to its compliance resources.

If you are interested in either role, please apply quoting the appropriate reference and enclosing a copy of your CV. All responses will be treated in the strictest of confidence and should be addressed to Martyn Hughes at:

**Sammons Associates**  
EXECUTIVE SEARCH AND SELECTION

POUPART HOUSE, 46 FISH STREET HILL, LONDON EC3R 6BR.  
Tel: 0171-293 7040. Fax: 0171-623 6011

PART OF THE SAMMONS GROUP



## EXPLOIT YOUR TREASURY AND CAPITAL MARKETS EXPERTISE WITH US

### London

negotiable to £100,000 + benefits

Use your knowledge of treasury and capital markets to work with the most prestigious multinational corporations and financial institutions at board level.

Deloitte & Touche has a very successful and rapidly growing global treasury practice providing the full range of services such as implementing financial risk management strategies and methodologies.

We are recruiting actively at all levels. With at least two years relevant experience you can join this high profile team where you will expand your knowledge by helping world class businesses solve complex problems. An accountancy qualification or MBA will be an advantage.

Please send a comprehensive CV, including current salary details and a daytime telephone number to Derek Ross at: Stonecutter Court, 1 Stonecutter Street, London EC4A 4TR.

**Deloitte & Touche**

Deloitte & Touche  
Information  
International

For each of the following branches  
Moscow, Prague and Warsaw,  
a Major International Bank seeks one

## Senior Relationship Manager

Through an extensive worldwide network, the bank is continuously reinforcing its international presence in corporate and investment banking as well as capital markets, with a major focus on emerging countries including Eastern Europe. The position: you manage the relationship with the largest local and international firms of the country by detecting the business opportunities, designing the solutions with the product specialists based throughout the world and by following the implementation.

The candidates: you have 7-10 years international experience in a leading investment bank in these countries

or in a major financial center. The knowledge of the local language and English is prerequisite; another European language is a plus. You must have in-depth knowledge of the country including its economic environment. Initiative and creativity are required. A team player spirit is essential. The size and human resources policy of the bank will give broad career opportunities to successful candidates.

Please send your application to Media System, Garden House, Cloisters Business Centre, 8 Battersea Park Road, London SW8 4BG, on the reference 45567.

## EMERGING MARKETS, FIXED INCOME ECONOMIST

Salary range £40 - 50k + bonus

As a recognised leader in the fixed income and equity markets, this International Investment Bank provides a comprehensive range of products and services in the primary and secondary bond and equity markets, currency and interest rate swaps and options, fixed income and equity derivative products and specialised instruments.

They are currently looking to recruit a professional to support the senior economist, providing support to the Emerging Markets desk. A key part of the role will be to produce macro economic analysis of African countries, as well as regions within Eastern Europe and Middle East.

The successful candidate will ideally have a PhD in Economics, a strong foundation in macro economic theory and applied country analysis, including exposure to the economics of Africa and Eastern Europe. Preference will be given to candidates who also have knowledge of African languages.

A competitive package and excellent career opportunities are offered to attract the very best candidates.

Please apply, quoting reference R0003 and enclosing your CV to Vanessa Rainbow, GMBM Response Management Services, 22 Little Portland Street, London W1N 5AF.



**GMBM**  
RESPONSE  
MANAGEMENT  
SERVICES

A division of GMBM Advertising and Research

## DEBT CAPITAL MARKETS DESK ORIGINATION SUPPORT

As a recognised leader in the fixed income and equity markets, this International Investment Bank provides a comprehensive range of products and services in the primary and secondary bond and equity markets, currency and interest rate swaps and options, fixed income and equity derivative products and specialised instruments.

The Debt Capital Markets desk is responsible for the origination of fixed income instruments, derivative based liability management and structured products. Due to the expansion of their European business an opportunity exists in London for an analyst to join the team supporting senior originators covering Europe. The role will involve preparation and development of client proposals and research into markets and instruments with a collaborative effort in a close knit team environment. Career opportunities exist for the appointee to develop into an originator for new issues and derivatives. The successful candidate will be educated to degree level and have at least one year's experience as a Debt Capital Markets Analyst within an Investment Bank. The candidate will be highly numerate with proven quantitative skills together with experience of Word, Excel and PowerPoint. Fluency in a European language in addition to English is preferred.

A competitive salary and excellent career opportunities are offered to attract the very best candidates.

A detailed CV and covering letter should be addressed to Mrs V Rainbow, GMBM Response Management Services, 22 Little Portland Street, London W1N 5AF, quoting ref: R0005



**GMBM**  
RESPONSE  
MANAGEMENT  
SERVICES

A division of GMBM Advertising and Research

## PRIVATE CLIENT SERVICES ASSOCIATE

### London

As a leading global securities firm and US investment bank, our client is looking for a high calibre individual to join their Private Client Services Division at Associate level.

The following attributes are essential:

- A superior academic background to include an MBA or PhD
- A Law degree from a leading University
- Experience of working in a Legal Firm in an advisory capacity
- Experience of working in a bank with experience in FX Trading, Corporate Finance, Securities, Trade Finance and Treasury Operations
- Experience of working and living in a Central European country
- High energy level and ability to cope in a highly pressurised environment
- Fluent in Russian, Bulgarian and English and a working knowledge of German and French

Please write enclosing a full CV to: The Confidential Reply Handling Service, Ref: 727, Associates in Advertising, 5 St John's Lane, London EC1M 4BH. Applications will only be forwarded to this client, but please clearly indicate any organisation to which your details should not be sent.

*aia*

HR MARKETING & COMMUNICATIONS

## CLIFFORD & CO. FINANCIAL RECRUITMENT SPECIALISTS LONDON • NEW YORK • ASIA

### RISK ANALYSTS

Major US investment bank requires VP/senior analyst level individuals with financial institutions and/or international corporate industry expertise for counterparty risk and M&A advisory roles. Strong credit research backgrounds required. German, Spanish, or Italian language skills a plus. Positions are London based.

### STRUCTURED FINANCE OFFICER

City based firm seeks a director level candidate with asset backed securitization expertise and 5-10 years credit analysis experience. Individual will spearhead securitization team. Position is London based.

### EMERGING MARKETS SPECIALIST

Leading US house seeks VP with East European/Russian expertise. Credit or fixed income research background in sovereigns or financial institutions required. Position is London based.

### FIXED INCOME RESEARCH ANALYSTS

■ AVP/analyst level individuals with asset backed or commercial real estate industry expertise. Strong credit skills required for these major firms. Credit card/consumer loan specialization a plus. Loan portfolio work also useful. Positions are London and New York based.

■ VP/senior analysts with property casualty, life, and/or mortgage insurance industry expertise required for leading international research house. Positions are London and New York based.

■ VP with bank industry expertise required for major international investment firm. Position is based in Hong Kong and requires knowledge of the Asian region. Cantonese or Mandarin strongly preferred.

CLIFFORD & CO • 58 Palace Court • London W2 4JB  
Tel: 0171-792 5236 • Fax: 0171-792 5237

## European Investment Analyst

### £Competitive Plus Benefits

Our client is a major European Investment House with some \$10 billion under management on behalf of global institutional clients.

An exciting opportunity has arisen on their European Desk for an Investment Analyst with 2-3 years experience of looking at specific geographical areas within Europe. Your role will be to assist the Investment Manager in the search, analysis and selection of a variety of Continental European small and mid caps companies for a variety of specialised investment vehicles.

The successful candidate will be expected to spend a high percentage of their time looking at the French market and therefore will need to be a fluent French speaker. A third European language ability is desirable as the job holder will have the opportunity to travel to Europe on a regular basis.

Interested applicants should forward their cv together with full salary details in confidence to Trevor Robinson at the address below.



JONATHAN WREN & CO LTD  
FINANCIAL RECRUITMENT CONSULTANTS  
No.1 NEW STREET, LONDON EC2M 4TP  
Tel: 0171 623 1256 Fax: 0171 626 5257 P30355

## Emerging Markets team of an established International Bank require two new members who must be fluent in English, Russian and one other Eastern European Language:

- 1) CREDIT ANALYST educated to Graduate or Master level in Finance/Business related subjects. Minimum 12 months experience in a similar role within Eastern European markets. Salary c35k.
- 2) MIDDLE OFFICE ASSOCIATE educated to Master level in International Management and Finance. Knowledge of Eastern European markets and relevant experience. Salary c35k.

Please apply, in writing to PO Box 417, London EC3V 4QH

## FORFEITING

An exciting opportunity has arisen for two experienced à forfait traders to join a new finance company being established in London in association with a major international bank. The traders will be expected to be active in the secondary market. The shareholders of the new Company, who are themselves experienced forfeiters, will assist in the sourcing of assets. The successful senior candidate will be appointed as a Director.

There are positions available for a Senior and Junior Trader with at least 5 and 2 years respectively of relevant experience with a major forfeiting house. The shareholders have a dynamic and imaginative approach to business which should be shared by the candidates.

The remuneration package, which will include a significant level of profit related bonuses, will be competitive and reflect the experience of the successful candidates.

To apply, please write, enclosing your c.v., to Box A5452, Financial Times, One Southwark Bridge, London SE1 9HL. Your application should include a note of your current remuneration package and advise for which of the two positions you are applying.

## EXECUTIVES & MODELLERS

### CORPORATE FINANCE

To £35,000 + excellent bonus potential

The client is a major international investment bank with a global focus. Corporate Finance has enjoyed considerable success resulting in sustained growth throughout the division.

As a consequence a number of new openings exist at Executive level for candidates capable of taking initiative and executing tasks with minimal supervision. Corporate Finance covers a wide range of products from M&A, advisory, privatisation etc and is divided across industry sector specialisation. Candidates will be newly/recently qualified ACA's preferably with some exposure to corporate finance activities. Alternatively you will be an experienced corporate financier from a banking background, seeking more defined and fluid career progression. All candidates should possess first class academic qualifications and excellent interpersonal skills.

For further information and a confidential discussion please contact David Goodrich or Julian Darvey

### Prime Executive

200 Court House, 11 Blomfield Street, London EC2M 7AY  
Tel: +44 (0)171 628 0770 Fax: +44 (0)171 638 9667

A subsidiary of The Prime Executive Group of Companies

### PROJECT FINANCE

£30,000 + excellent bonus potential

The advisory and lending functions of this leading player in the field of Project Finance have created new openings for modellers to assist in the execution of transactions.

Their increasing profile in the market has resulted in significant success in securing major mandates in both advisory and lending. The bank has a firm policy of internal progression and as such has created openings for modellers working across a wide range of industry sectors on an international scale.

Candidates will ideally possess previous project finance experience gained from a banking, practice or industry/sponsor environment. Alternatively excellent modelling/cash flow forecasting skills gained from an accounting firm would also be considered. Excellent academic's together with a team playing attitude and the desire to succeed are essential criteria.

## Emerging Markets team of an established International Bank require two new members who must be fluent in English, Russian and one other Eastern European Language:

- 1) CREDIT ANALYST educated to Graduate or Master level in Finance/Business related subjects. Minimum 12 months experience in a similar role within Eastern European markets. Salary c35k.
- 2) MIDDLE OFFICE ASSOCIATE educated to Master level in International Management and Finance. Knowledge of Eastern European markets and relevant experience. Salary c35k.

Please apply, in writing to PO Box 417, London EC3V 4QH



## Global Financial Services - Asian Corporate Market

CoreStates Bank N.A. is the principal domestic banking subsidiary of CoreStates Financial Corp., a Philadelphia-based bank holding company with \$45 billion in assets, marketing diversified financial services in the United States and selected products and services worldwide through 6 overseas branches and 24 overseas offices.

**Relationship Manager.** This Philadelphia-based position provides an excellent opportunity to lead an initiative targeting Asian-based corporates. The initiative will be leveraged off of an existing portfolio of US subsidiaries, as well as opportunities developed through our extensive Asian branch network and our rapidly growing global trade services business. The focus will be on cross-selling CoreStates' credit and non-credit services, and credit management of overseas markets.

**Requirements.** A minimum of three years banking experience, with strong sales, negotiating and transactional skills. Strong technical knowledge of credit risk. Prior living/travel experience in Asia. Language proficiency important but not critical. Excellent communication, interpersonal and customer service skills.

Please forward your curriculum vitae to: CoreStates Bank N.A., Human Resources, F.C. 1-3-8-34, MS/RM P.O. Box 7552, Philadelphia PA, 19101-7552 USA. Fax 1-215-873-2402.

### FUND MANAGER

Successful, growing independent fund management group (BCI) requires trustee portfolio manager, with mature outlook, to work in a team of three. Aged 20-24, with 2 years experience in the city. Attractive career prospects are on offer for the right person.

Replies in confidence to: Box A5452, Financial Times, One Southwark Bridge, London SE1 9HL.

### Time to Market

Experienced international director large plc & small manufacturing companies. Successful management of technical innovation Europe, US, Japan; integration of new acquisitions/UVs into global activities. Available for active/advisory role.

Tel: (UK) 01244 343891



DERIVATIVES  
ASSOCIATE

London

Our client, a prestigious US investment bank, is looking for a high calibre and experienced professional at Associate level to join our Derivatives business.

The following attributes are essential:

- Strong quantitative skills and a superior academic background to include an MBA and a primary degree in Computer Engineering and Electrical Engineering
- Mathematical expertise gained during academic studies
- At least 5 years' experience in Software Engineering and Systems Architecture, with specific emphasis on software development, product strategy and writing/implementing marketing plans
- Sales and presentation experience to computing firms at international conferences
- Experience in a US investment bank working with structured Fixed Income Derivatives products
- High energy level and be able to cope in a highly pressurised environment
- Proven interpersonal skills

Please write enclosing a full CV to: The Confidential Reply Handling Service, Ref: 725, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

Applications will only be forwarded to this client, but please clearly indicate any organisation to which your details should not be sent.

aia

HR MARKETING &amp; COMMUNICATIONS

CREDIT  
RESEARCH  
ANALYST

Competitive Salary · City

Our client, one of the world's leading financial institutions, operates a global credit business and profit centre. Business growth and an increasing focus on European Emerging Markets means they need an additional Credit Research Analyst. The team covers corporate and financial institutions and supports risk managers and product teams within the bank. It also provides analysis and credit opinions on specific industries and companies, and advises on structures transactions.

To be considered, you will need outstanding finance-related qualifications, including an MBA; 2+ years' credit analysis experience in a major rating/regulatory agency or in credit/equity research; extensive knowledge of European Emerging Markets, including Romania, Hungary, Bulgaria, Kazakhstan and Russia; fluency in at least one other European language; and first-class communications skills.

In return, our client is offering a competitive package and excellent prospects.

To apply, please send full career details, quoting ref: 733, to: Alastair Lyon, Confidential Reply Handling Service, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

Applications will only be forwarded to this client. However, please indicate any organisation to whom your details should not be sent.

aia

HR MARKETING &amp; COMMUNICATIONS

## Corporate Finance Professionals

Deutsche Morgan Grenfell operates in over 30 countries and has over 9,000 staff. In the Asia Pacific region, we employ 2,000 people in 17 countries.

Our Investment Banking Division advises on and executes equity and equity-linked primary and secondary transactions, mergers & acquisitions, privatisations and corporate restructurings. As part of the expansion of our Hong Kong and Singapore offices, we are looking for corporate finance professionals to work in our Asian Investment Banking Division.

If you enjoy working in a challenging environment and seek opportunities for career development, please send your résumé by 15 June 1997 to: The Managing Director and Head of Investment Banking Division, Deutsche Morgan Grenfell, 20 Raffles Place, #26-01 Ocean Towers, Singapore 048620. NB: Please mark "Ref: Asia IBD" on the envelope.

The successful candidates must have:

- 2-3 year's corporate finance and/or strategic advisory experience in a US "bulge bracket" investment banking firm
- Significant transaction experience
- Proficiency in conducting sophisticated valuation analysis, including DCF modelling and comparable companies analysis.

We offer a competitive compensation package. Applications will be treated in strict confidence. Only shortlisted applicants will be notified.

Deutsche Morgan Grenfell

Appointments  
Advertising

appears in the UK edition every Wednesday & Thursday and in the International edition every Friday.

For further information please call:

Tony Fildes-Crofts on  
+44 0171 873 4027

GROUPE ANGLAIS-MULTINATIONAL DE TRAVAUX OFFSHORE (SECTEUR PARAPÉTROLIÈRE)

CA : 1,7 milliard de FRF,

RECHERCHE

pour sa filiale couvrant la zone :

Afrique de l'Ouest - Moyen-Orient - Europe de l'Est (CA 300 MFRF) son

## Directeur Administratif et Financier

Disponible pour de fréquents déplacements à l'étranger, de formation supérieure en comptabilité/finances, avec une dizaine d'années d'expérience acquise au sein d'un groupe anglo-saxon, sa pratique de l'anglais sera parfaite.

Le poste est basé dans une grande ville du sud de la France.

Merci d'adresser votre candidature (lettre manuscrite, C.V., prétentions) sous référence 300899 aux « Echos » 46, rue La Boétie - 75381 Paris Cedex 08.

PROPRIETARY  
TRADER

London

Our client, a prestigious US investment bank, is looking for a high calibre and experienced Proprietary Trader to join our Foreign Exchange business.

The following attributes are essential:

- Minimum 13 years' experience in Foreign Exchange as a Trader and a Salesperson
- Good knowledge of Swiss currency policy
- Must have a large portfolio of Swiss customers
- Must have fluent German and a working knowledge of French
- Proven interpersonal skills
- Experience in teaching Foreign Exchange products

Please write enclosing a full CV to: The Confidential Reply Handling Service, Ref: 736, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

Applications will only be forwarded to this client, but please clearly indicate any organisation to which your details should not be sent.

aia

HR MARKETING &amp; COMMUNICATIONS

## HEAD OF EQUITY RESEARCH - KOREA

A first tier European international investment bank, with a significant presence in eight Asian markets, is expanding its activities in the region. Our client is seeking to appoint a head of research for the Seoul office. This is a research-oriented firm with a history of developing rated analysts and research teams.

The head of research will be in an excellent position to establish a quality product in a market at an early stage in its development. This is a senior appointment which offers participation in executive management and a large amount of independence within a regional research team.

Reporting to the managing director and to the regional head of research, the primary responsibility will be to build a team and develop the firm's Korean equity research product. International marketing to global institutions and participation in corporate finance will be an intrinsic part of this role.

The successful candidate will have a minimum of four years' experience in equity analysis or fund management attained in a mature financial market. In addition to excellent presentation skills, they must demonstrate team building and leadership qualities.

In complete confidence please send a comprehensive CV or contact Ann Brier,

Account Director at Asia Pacific Consulting Limited, by 20 June 1997.

19/F Queen's Place, 74 Queen's Road Central, Hong Kong.

Tel: (852) 2525 1181 Fax: (852) 2525 6212; E-mail: abrier@hkstar.com

European Institutional  
Equity Derivatives Sales

European equity derivatives value sales desk seeks qualified individuals to join sales effort focusing on volatility brokerage (OTC and listed options on stock and indices), basket trading on a back to back basis in major European markets, arbitrage opportunities in stocks, warrants and options strategies for their global client base. The group is part of a major international bank with AA credit rating. Positions will be available for the first three months in the Frankfurt office, after that also in London and Paris.

Please fax your CV to Frankfurt office 0049-69-710-7795

Attn: European equity derivatives sales

## BANK RATING EXPERT

Highly experienced analyst specialising in the assessment and rating of banks in developed and emerging markets. Excellent written, oral and computer skills. English, French and German languages.

Seeking new challenging openings in London or other world financial centres, preferably on a freelance basis, short/long-term assignments.

Reply to Box A5437, Financial Times, Southwark Bridge, London SE1 9HL

## ACCOUNTANCY APPOINTMENTS

Finance Director  
Telecommunications

From £70,000 North West

NORWEB Communications is a fast growing regional telecommunications company, changing the face of telecommunications in the North West.

As part of United Utilities plc Group, NORWEB Communications has been highly successful in penetrating the business telecommunications market through the provision of high quality services based on the latest in fibre optic and digital switching technology.

Having exceeded revenues of £12 million in 1996/97, NORWEB Communications has ambitious plans to increase revenues significantly within the next few years through continued development of local business markets and expansion into new market areas. To facilitate this exponential growth, a restructured group of businesses is being established to manage existing and new telecommunications ventures providing an exciting new role for a first class Finance Director.

As a key part of the management team, this high profile role calls for broad domestic and international experience of the telecommunications industry.

The successful candidate will be responsible

for business, economic and financial planning, investment appraisal and the direction of the financial and management accounting function within the telecommunications division. Reporting to the Managing Director of Telecommunications, this is an opportunity to take the financial helm of a major business within the United Utilities Group.

A good degree and a UK accountancy qualification are prerequisites as is experience of a senior financial management role in a telecommunications company.

This is a real chance for an ambitious candidate to play an important part in developing a significant business and offers a salary upwards of £70,000 with a first class benefits package.

Please write with your CV to Paul Child, quoting reference PC1716, at Kramer Westfield Search and Selection, The Old Pound House, London Road, Southampton, Hampshire SO1 0D. Tel: 01344 875987. Fax: 01344 874877. Email: paul@kramerwestfield.com

NORWEB operates a no smoking policy. Equal consideration will be given to all applicants irrespective of race, gender, creed or disability.

Kramer Westfield  
SEARCH AND SELECTIONNORWEB  
communications

a United Utilities company

## ACA - PARTNER DESIGNATE

£35,000 plus accommodation &amp; benefits

An outstanding opportunity to join a major, well established, international, professional firm as part of a multi-disciplinary team in Warsaw, and later, Prague.

Our clients offer a range of Professional services to many global and local organisations, including complex structural coupled to contract accountancy and an audit facility. You'll provide technical support and management supervision of a large team of accountants and bookkeepers, help develop the auditing capability, and assist in client relationships including financial reporting. Polish, French or German would be useful but not as much as a strong professional practice background and the need to succeed in a dynamic environment.

Please phone or send CV to John Hyde PCCA or Rachel Clark BA(Hons.)

ACCOUNTANCY PEOPLE  
25 East Parade LEEDS LS1 2BH  
0113 242 2141

## Appointments Advertising

appears in the UK edition every Monday, Wednesday & Thursday

and in the International edition every Friday.

For further information please call:

Tony Fildes-Crofts on +44 0171 873 4027

The best Leadership Development  
Programme in the world?

## Challenging global assignments

The world leader in terms of market capitalisation, the most profitable business in the US and one of Europe's fastest growing giants, there is no better company than General Electric in which to pursue an international career. GE's premier leadership development programme - its 250-strong global Audit Staff - leverages existing business experience to prepare you for senior management. Offering a chance to touch all of GE's 12 core businesses, from financial services to light bulbs, aircraft engines to network broadcasting, it is the best training ground, the best self-development programme and the fastest career path to leadership within GE's \$70 billion global corporation.

A multi-disciplinary, multi-cultural team, the Audit Staff's brief is wide-ranging: if something is important to GE's success, the team is at the heart of it. Within financial integrity and compliance are vital, anything that has an impact on performance is analysed and challenged in order to develop and implement plans for far-reaching change.

Individuals undertake three assignments a year in different businesses and at varying locations worldwide, carrying out proactive financial reviews and due diligence investigations, looking at critical business processes, spreading best practices, questioning the status quo and driving improvements in speed, quality and productivity. Thorough and detailed in its work, the Audit Staff's aim is to make GE's businesses not a little better but dramatically better. Assignments cover all continents and all functions, from finance and leasing to service, quality, IT and manufacturing. Working closely with fellow team members, you will work hard and play hard. The travel is demanding - you will be away on assignment or training 100% of the time - but the fly-home policy and benefits are generous and flexible.

From day one, the learning curve is steep. A constant review programme ensures that training and assignments are tailored to match your needs. On the job development is combined with approximately six weeks of training in the first year, with courses ranging from systems and finance to presentations, quality and leadership. Led by some of the best business and academic minds from within GE and externally, training continues throughout your career.

The learning opportunity is so enormous and the breadth of experience so wide that you will make rapid progress. Following an initial four month assimilation period, Associates are typically promoted after a year and become Managers after two, three years' experience prepares you for a leadership role anywhere in the world.

The qualifications required are simple: an outstanding academic record, at least 2-3 years' work experience and evidence of real achievement in any function of a major corporation or professional firm. Language skills - European or Asian - are also essential. Most important, however, is a real desire to make an impact, maximise your potential and ultimately to lead others. You will need enormous energy, rapid change and have a passion for excellence. You must also have strong analytical skills and a truly international mindset, with the ability to drive quality and change in a company that detests red-tape and bureaucracy.

In return, GE offers challenge, exhilaration and opportunity on an accelerated development programme unlike anything else in the business world today.

If you would like to take up that challenge, please write today to our advising consultants at the address below enclosing a copy of your CV and current salary details quoting ref 214. Alderwick Consulting Limited, 95 Fetter Lane, London EC4A 3EE. Fax: (+44) 171 262 2560. For more information telephone (+44) 0171 262 9191 (weekdays) or (+44) 181 467 1406 or (+44) 966 119036 (evenings and weekends).

GE is an equal opportunity employer

\*Not connected with the English company of a similar name.



GE



## INTERNATIONAL UPSTREAM OIL AND GAS Finance Manager, West Africa

Ranger Oil is a Canadian Exploration and Production company with a long and successful history as an independent. Over the past several years, the Company has expanded operations beyond North America and North West Europe to West Africa, where it operates in Angola and Namibia and has interests in other countries in the region. An immediate vacancy exists, in Luanda, Angola, for a Finance Manager to provide business support and financial expertise for the Company's operations in Angola and, in the future, other locations in West Africa, which has been identified as a strategic area for the Company's future exploration and production activities.

The Finance Manager reports directly to the General Manager, Angola, with functional guidance from the Director, Finance located in the Company's UK office in Guildford, Surrey. Ideally, candidates will have at least 10 years post qualification experience in the industry, either with an operating or service company and will have managed a small finance group providing financial and management reporting services.

A key responsibility is to ensure compliance with relevant local and international laws and to provide financial information which will be used to make effective management decisions. Also of critical importance will be liaison with third parties, including government officials, state oil companies and partners. Candidates must demonstrate good communications, organisational and people skills to successfully manage these elements of the job. Competency in Information Systems is also required, as the Finance Manager will supervise this function locally. Finally, experience in working in international locations, preferably in Africa and a talent for languages are highly desirable in this position.

The appointment is for a two year assignment, which may be renewed upon completion. Residency in Luanda is required and an attractive overall remuneration package is in place to recognise the location and demands of the position.

Interested, qualified candidates are requested to write an introduction letter referencing this advertisement and provide a current CV, by 27 June, in confidence to:

Human Resources, West Africa, Ranger Oil (U.K.) Limited, Ranger House, Walnut Tree Close, Guildford, Surrey GU1 4US.

E-mail address: jbooth@guildford.Ranger-OIL.com

**RANGER OIL**

**Price Waterhouse**

EXECUTIVE SEARCH & SELECTION

## Chief Executive (designate) Private client investment management

Excellent remuneration Central London

Running an office of around 25 staff, the Chief Executive will be responsible for the management and administration of the trusts and company interests associated with this prominent family. You will be a Director of the overall parent company and also a Director within some private company interests in the UK and overseas. In addition you will oversee the administration of the various trusts and investments and also play a key role in dealing with family members and their individual requirements, including taxation issues.

This is not merely an investment management or trust administration role. There are additional management demands in respect of leadership and ensuring value for money with regard to the services provided plus the need to deal with family members and beneficiaries on a regular basis.

This unique position calls for a combination of experience and skills. You could well be a chartered accountant or lawyer or possibly come from investment management or private banking. Whichever background you come from, you will have experience of dealing with private clients and investment and trust administration. You will certainly have reached a senior level and have experience of office and staff management and will be familiar with dealing with trustees and committees.

In terms of personal qualities, it should go without saying that we seek someone with integrity, discretion, tact and diplomacy. You should have the maturity to deal effectively and openly with people at all levels and ages and be able to thrive in an environment where you are providing a service to family members, even though you will have pressures and demands placed upon you from time to time.

We are looking for someone probably in their mid-late 40's who sees this as their final career move, but who still has the enthusiasm and energy to make a major contribution in this important role.

If you are interested, please write to Hannah Hunt, quoting reference A/1770 together with your CV, salary expectations and demonstrating how you feel you match these requirements. Applications should be received by 21 June.

Executive Search & Selection  
Price Waterhouse Management Consulting Ltd  
Southwark Towers  
32 London Bridge Street  
London  
SE1 9SY  
Fax: 0171 378 0647

## Manager Finance Projects

Germany

Competitive package

adidas AG has an internationally renowned brand name and a reputation for product innovation which has enhanced its competitive position. The finance function has global responsibility for management and financial reporting, investor relations, mergers and acquisitions, treasury, IT, accounting systems, other finance matters and ad-hoc projects.

There is now a requirement for an experienced individual to join the central finance team, acting as a project co-ordinator covering a number of global and local projects. Working closely with the Chief Financial Officer, these could range from macro projects such as assessing the impact of a common European currency on the business or implementing a global forecasting system, to looking at more local taxation and regulatory issues. The role will also develop into acting as the in-house consultant for all finance related matters.

An MBA from a leading business school and preferably a Chartered Accountant or CPA, you will have three to four years' finance or corporate planning experience with a major global corporation or be working for a reputable management consultancy firm. Cultural awareness of the German marketplace and fluency in German and English are pre-requisites. Preference will be for individuals with branded consumer products knowledge coupled with strong project management experience. You will be a highly motivated team player with initiative and good communication skills.

This is an outstanding opportunity to join a high profile multinational corporate with strong growth prospects. Career enhancement opportunities are excellent and the package, depending on experience, will include an annual bonus, company car and the fringe benefits associated with a position at this level. Interested applicants please send a full resume, quoting reference number 2506A/02 to Anthony Cook at Morgan & Banks PLC, Brettenham House, Lancaster Place, London WC2E 7EN or if you prefer, telephone 0171 240 1040. Fax Number 0171 240 1052. E-mail: info@morganbanks.co.uk Internet Home Page: http://www.morganbanks.com.au

**adidas**

## GROUP FINANCIAL CONTROLLER

City

£55,000 + car

Our client, an extremely well established plc. within their field, provides professional advice, products and services to the insurance, corporate and financial markets on a global basis. The Group, with over 100 offices in the UK and overseas, has achieved consistent year on year growth, current t/o £100m. plus, through a small management team at Head Office.

As a consequence of internal promotions a Group Financial Controller is to be appointed who will undertake a hands-on role providing key financial and management input to Board members at Head Office. Responsibilities will include leading the group's corporate reporting on financial matters including company secretarial and taxation issues, providing guidance and sound technical advice to the varied businesses in the field, to maintain and enhance the scope of the central finance function and to contribute to strategic planning including new business evaluation.

Candidates for this challenging role should be graduate qualified chartered accountants, probably aged mid 30's, with a strong track record and broad financial management experience. First class accounting skills coupled with excellent interpersonal abilities and an enthusiastic and pragmatic approach are pre-requisites as the successful candidate will be working and liaising at all levels within this progressive group.

Please write enclosing full curriculum vitae, quoting ref 662 to: Philip Cartwright FCMA, Cartwright Consulting, 3 Wigmore Place, Cavendish Square, London W1H 9DB Tel: 0171 371 9476 Fax: 0171 371 9478

**CARTWRIGHT CONSULTING**  
FINANCIAL SELECTION & SEARCH

## CASPIAN Global Emerging Markets

### OPPORTUNITIES IN FINANCIAL MANAGEMENT

A fast growing Emerging Markets investment group, Caspian is building a wide ranging investment banking franchise to provide securities trading, corporate finance, asset management and research services to an international client base. Established in 1995, we now have over 290 staff located in London, New York, South America, India and the Far East. Headed by an impressive executive team, we are building our resources to meet the challenge of rapid business expansion. Our finance function needs to recruit three talented individuals who will make a critical contribution to the development of the business support and control infrastructure.

#### Global Reporting Accountant

- Accounting for European holding companies; consolidation of Group financial statements.
- Collation and analysis of management information.
- Co-ordination of the budgeting process.
- Management of a small London team and liaison with Regional Controllers.

#### Global Tax Manager

- Wide ranging responsibility for corporate tax on an international level, and for personal tax and VAT.
- Extensive involvement in international tax planning.
- Liaison with external contacts across a variety of jurisdictions.
- Based in London.

#### Internal Audit Manager

- "Greenfield site" opportunity to establish an operational audit function.
- Global brief covering Europe, the Americas, Asia and India; could be based in London, New York or Hong Kong.
- High level influence, reporting to the Board.

Candidates for these roles will be energetic, flexible individuals who thrive on responsibility and will enjoy the opportunity to make a contribution to a dynamic young organisation. Securities industry experience is desirable. Intelligence, technical skill, business understanding and the desire to be involved in an exciting group are pre-requisites; remuneration levels and career development potential will be highly attractive.

Please write to our advising consultant Janet Bullock at BBM Selection, 76 Watling Street, London EC4M 9Bf quoting ref: 437 and the role for which you wish to be considered, and enclosing a CV that includes contact telephone numbers. Any agency or direct applications will be forwarded to BBM. All applications will be handled in the strictest confidence.

### Appointments Advertising

appears in the UK  
edition every  
Wednesday &  
Thursday and in the  
International edition  
every Friday.

For information on  
advertising  
in this section  
please call

Courtney Anderson  
0171 873 4153

or

Toby Finden-Crofts  
0171 873 4027

### GROWTH IN A CARING ENVIRONMENT

## FINANCIAL CONTROLLER

CareTech Community Services is one of the leading private providers of special needs care in the Northern Home Counties. It provides a range of residential and day-care services. Founded in 1993, the company has grown substantially and in 1996 raised funds from a leading private equity house for further expansion.

The company now needs to appoint a commercial financial controller who will assume the day to day financial leadership of the business and install the controls necessary to manage the projected growth. You will also be expected to take responsibility for developing the IT function in a multi-sited operation. A key issue is empathy with the providers and recipients of care.

Potters  
Bar

Circa  
£35K



**CARETECH**  
COMMUNITY SERVICES LTD

You will be a graduate ACA/CIMA with one/two years PQE in commerce/industry or currently in a senior role with a professional firm in public practice, with the ability to be promoted to a board position within one/two years. Reporting to the Managing Director, you will provide the administrative fulcrum of the business. You will be working with a creative and innovative small senior management team committed to providing a meaningful and rewarding lifestyle for its clients.

Please apply to our recruitment consultants quoting reference 1299/F/T, to Adrian Wheale or Mark Ditcher at Wheale Thomas Hodgins Plc, Executive Resourcing, 13 Berkeley Square, Clifton, Bristol, BS8 1HG.

## International Investment Bank - Financial Management Opportunities

This leading investment banking subsidiary of one of the world's largest banks is continuing to diversify its Eurobonds, Government Bonds and Investment Management businesses. At the beginning of this year the company initiated a substantial reorganisation of its finance function, which has led to an increased need for enhanced management information systems and high calibre finance professionals. In order to support this programme of change management, it is now looking to recruit for the following two positions:

### Financial Controller To £65,000+Banking Benefits

Working closely with and reporting to the Head of Finance and Controls, this role will involve:

- Managing, integrating and developing a team of 10 staff in the areas of financial and regulatory reporting, revenue analysis and management accounting.
- Establishing and implementing policies in the finance department.
- Handling major systems developments in order to address the needs of the business.
- Liaison with senior management on all strategic and operational issues.

This is a key role in the organisation and suitable candidates will be qualified accountants with financial services sector experience. Additionally, you should be able to demonstrate management experience and a track record of effecting change.

### Revenue Analysis Manager To £45,000+Banking Benefits

Reporting to the Financial Controller, this role will involve the following:

- Working closely with the dealing room in the analysis of trading results, with commentary by income source.
- The enhancement of business systems in order to improve the quality of management information being produced.
- Managing a team of three in the production of daily/monthly management accounts.
- Establishing accounting procedures and reporting arrangements in connection with future business diversification plans.
- Liaison with senior management on all operational issues.

Suitable candidates should be qualified accountants with financial services sector experience, ideally covering a range of products. Additionally this is a role which will require strong interpersonal skills and management qualities.

**Hall**  
ALEXANDER

These roles represent excellent opportunities for ambitious individuals to join a progressive organisation where you will influence the nature of financial management within the business.

For further details please contact our advising consultant Gary Hall on 0171 240 2101 quoting Ref GH1090 or write to him enclosing a full curriculum vitae at the address below.

Hall Alexander, Financial Recruitment Consultants, Wellington House, 8 Upper St Martin's Lane, Covent Garden, London WC2H 9DL. Tel: 0171 240 2101 Fax: 0171 240 2060



## Off-shore Trust Officer

### Switzerland

### Excellent Overseas Package

Our client is a prestigious international group with worldwide offices specialising in the establishment and administration of off-shore trusts and companies. The company focuses on advising individuals, family groups, business and professional firms on international tax planning, structuring, administration and the supervising of clients' investments.

Our client is looking to recruit a qualified accountant with the following attributes:

- Experience of trust and off-shore administration work.
- A confident and credible personality.

- Knowledge of the investment markets.
- Excellent communication skills.
- An interest and commitment to working and living abroad.
- The ability to quickly establish relationships with a variety of private clients.

If you are interested in this position please send or fax a full curriculum vitae stating current remuneration details to Joanna Adolph at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LN. Fax +44 171 405 9649, Tel +44 171 269 2341.



**Michael Page City**

International Recruitment Consultants  
London Paris Frankfurt Madrid Hong Kong Singapore Sydney

## ahrend Financial Controller

### Chiswick, West London

### c £50,000 Package + Car

An innovative, stimulating business driven by sound marketing policies and impressive plans for future growth, Ahrend is a leading force in the supply of premier quality office furnishing and associated design products. The expanding UK operation accounts for some £18 million of the International Group's turnover which is in excess of £250 million.

'Ambitious' would certainly describe the ideal individual sought to develop this key role and the company's future plans. Reporting to the Managing Director, the emphasis is genuinely on the commercial input you can provide to drive the business forward - increasing both market share and profitability.

Whilst day-to-day management of a loyal, capable finance and IT team will be your responsibility, other likely areas of involvement will include maintaining and enhancing client

relationships, financial strategy and planning, management reporting and financial control, liaising with international colleagues.

Applications are invited from driven, motivated, qualified accountants, ideally aged in their late 20s to early 30s, who can demonstrate a desire to succeed through hard work and a 'winning' outlook. A minimum of 3-4 years post qualified experience is essential, some of which is likely to have been gained within a trading environment. However, the dynamics of your current business are less important than the requisite personal qualities which will include a strong, robust character, a forward thinking attitude and proven commercial acumen.

Please apply in writing to David Angel and Elizabeth Ewen at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LN, quoting reference J351591.



**Michael Page Finance**

Specialists in Financial Recruitment  
London Bristol Birmingham Edinburgh Glasgow Leatherhead Leeds  
Maidenhead Manchester Milton Keynes Nottingham Reading St Albans & Worldwide

### Salomon Brothers

## Manager - Portfolio Accounting

### London

### £ Excellent Package

Salomon Brothers Asset Management Limited (SBAM Ltd), based in London, is part of a global network of asset management companies operating out of New York (headquarters), London, Frankfurt and Hong Kong with representative offices in Tokyo and Singapore. The group has approximately US\$24 billion in assets under management for a global institutional client base which includes government agencies, central banks, supranational institutions, insurance companies, corporations and pension funds. SBAM Ltd is a multi-currency fixed income specialist servicing clients with a comprehensive range of sophisticated multi-currency fixed income investment management products.

Due to internal restructuring a new role has been created as Manager of the substantial non-leveraged portfolios. The Manager will be responsible for a small team carrying out client reporting, performance measurement and other administrative duties. Specific responsibilities will include:

- Product quality control - valuation, pricing and performance.
- Extensive liaison with fund managers.

- Staff development, training and appraisal.
- Formulating, developing and controlling departmental procedures.
- Contribution to IT development within the department.

Ideal candidates will be graduate accountants from an investment or related financial services background, preferably in asset management and with a full understanding of accounting and valuation procedures in relation to both fixed income and equity products (Asian equities in particular). Knowledge of AIMR and performance measurement would be an advantage.

Candidates are likely to be a minimum of three years post qualified but more emphasis will be placed on candidate maturity, experience and presence. Previous supervisory experience is essential, as is PC literacy, in particular Excel. Candidates must be articulate, confident and organised. They should be self motivated and able to work without a rigid framework and across all levels and disciplines.

Interested candidates should send a full CV with current remuneration details to Sarah Hunt at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LN, fax 0171 405 9649.



**Michael Page City**

International Recruitment Consultants  
London Paris Frankfurt Madrid Hong Kong Singapore Sydney

## Finance Director Designate

### South Humberside

### to £45,000 + Car

Our client is a dynamic £150 million plus turnover division of an extremely successful UK Plc specialising in food manufacturing which is currently implementing strategies, resulting to them attaining a market leading position within their sector.

As a consequence of these developments and a re-positioning of their client base an outstanding opportunity has arisen for a dynamic hands-on commercially astute Finance Director Designate. This is a high profile key appointment within the organisation requiring initially the development of a more targeted, responsive and user friendly, real time management information system. Reporting directly at Board level, you will be responsible for three separate business environments.

- The role will involve:
- Recognising commercial opportunities and variances within the company and evaluating solutions.
  - On going liaison with Operational Directors to identify and pursue commercial objectives.
  - Jointly preparing forecast budgets and long range plans.

- Development of effective management information providing on-line executive support.
- Enhance the costing and performance tracking systems of the organisation.

You will be an ambitious qualified CIMA accountant in your early to mid 30's, with a real desire to succeed, with excellent interpersonal, communication and leadership skills. You will be hands-on, highly commercial and possess a proven track record of achievement, ideally with a blue-chip FMCG manufacturing background. Extensive experience and exposure to costing and pricing is a necessity. You will be capable of becoming Finance Director within two years.

If you feel you have the necessary commerciality and dynamism to succeed in this challenging, high profile role, please send a comprehensive CV, quoting reference J53171, to Martin Hammar, Michael Page Finance, 28-32 St Pauls Street, Leeds LS1 2PX. Alternatively fax him on 0113 243 3177, or telephone him on 0113 246 9155.



**Michael Page Finance**

Specialists in Financial Recruitment  
London Bristol Birmingham Edinburgh Glasgow Leatherhead Leeds  
Maidenhead Manchester Milton Keynes Nottingham Reading St Albans & Worldwide

## Business Unit Controller Global Markets - Asia

### Singapore

### Attractive Package + Benefits

#### • Leading International Investment Bank •

Our client is the leading international investment bank and one of the world's leading financial institutions renowned for their innovative products and derivative structures. In line with the expansion in the Asia-Pacific, they are seeking a senior level finance and risk control person to head up their Global Markets Business Unit Controlling function to Asia.

Leading a team of experienced finance professionals, you will be responsible for all products, ie FX/MD, futures, options, equities, fixed income, OTC, swaps and structured derivatives. You will be the driving force linking front to back office, dealing with daily product accounting issues, quantitative risk analysis, P&L attribution and P&L commentary analysis. Your contribution will be

instrumental to the strategic direction of this unit.

To succeed in this role, you should have a track record of at least eight years in a derivatives product control function in a financial institution and possess solid product and accounting knowledge, analytical and management skills. You should be driven with good interpersonal and communication skills.

Salary and remuneration package will be highly attractive for the right candidate. Please telephone Lee Foong Kam on 00 65 533 2777 or send a curriculum vitae to Michael Page International, 24 Raffles Place, #17-05 Clifford Centre, Singapore 048621. Fax 00 65 533 7227.



**Michael Page International**

International Recruitment Consultants  
London Paris Amsterdam Düsseldorf Frankfurt Madrid Hong Kong Singapore Sydney Melbourne

## Finance Director

### The future is Right...the future is Ownership

### South Devon c £40,000 Package + Equity + Relocation

Our client, a £4 million turnover hi-tech service based business is currently undertaking an MBO. With a new management team, the business has been substantially turned around, creating the opportunity for a Head of Finance. This will require an individual with the drive and ambition to jointly take the business through the millennium (planned growth at over 300%).

Operating as leaders in a truly niche market sector, your role will consume all areas of finance. Reporting to the Managing Director and leading the finance and IT team of six, emphasis will be placed on cash management, financial planning and performance monitoring thereof. Responsibilities will extend to cover the full review of business requirements/demands (both internal and external) to give clear uncomplicated MIS upgrading.

With growth both organic and acquisition based, you will be responsible for the full evaluation of any potential joint venture, new venture, investment or targeted competitor.

Due to clear focus on realising the aspirations of the senior management team, you will possess a track record of achievement culminating from a 'Big 6' background, combined with a numerate degree from a leading university. Probably aged 28-35, you will have shown and be able to demonstrate leadership and commercial skills that will complement the existing young, creative management team.

If your background and CV have the right profile and you possess a resilient, commercial bias, please send a comprehensive covering letter and CV (including current package and day time telephone number) to Gareth Davage at Michael Page Finance, 29 St Augustine's Parade, Bristol BS1 4UL, quoting BT77.



**Michael Page Finance**

Specialists in Financial Recruitment  
London Bristol Birmingham Edinburgh Glasgow Leatherhead Leeds  
Maidenhead Manchester Milton Keynes Nottingham Reading St Albans & Worldwide

## FINANCE DIRECTOR

### Hertfordshire

### c £70,000+ Package (including car and bonus)

Our client is the International Division of a major international contracting Group, listed on the London Stock Exchange. They now seek a Finance Director for the Division which has a turnover of £150 million and operations in the Near East, Middle East and Asia.

#### THE POSITION

- Working as part of the executive team which is responsible for identifying, analysing and selecting suitable target markets and formulating and delivering business strategies.
- Overall responsibility for the financial management of the international businesses and development and leadership of the headquarters-based divisional finance team.
- Ensuring first-class, timely financial reporting routines, complying with group requirements, adding value to top-line management.

#### QUALIFICATIONS

- A qualified accountant of graduate calibre, likely age 35-45, with a proven track record in commercial financial management.
- Relevant sector knowledge (construction/engineering) with senior experience of a large group environment and of international operations.
- Proven management skills, with the ability to motivate and develop individuals and establish and conduct excellent lines of communication across all levels of an international operation.
- Strong operational and strategic intellect, presenting first class credentials to contribute towards the continuing drive for growth and success.

Interested candidates should write, enclosing full career and current salary details, to the advising consultant Jon Boyle, at Questor International Ltd, 3 Burlington Gardens, London W1X 1LE. Please quote reference 2243. Telephone: 0171 292 8300. Fax: 0171 287 5451. E-mail: jon@questorint.com



**QUESTOR INTERNATIONAL**

## WORKING ABROAD

## Working in Asia: Banking

### Singapore and Hong Kong

Wednesday 18th June 1997 - 6.30pm

Michael Page International is hosting a seminar in Central London for accountants (newly qualified to five years PQE) interested in working in the banking industry in Singapore or Hong Kong. Our Singapore Director, Scott Maynard, will be in London to offer you the opportunity to discuss career possibilities in Singapore and Hong Kong.

Demand for this seminar is likely to be high, so telephone early to secure your place. Please contact Kate Timms on 0171 269 2548 as soon as possible for a booking form.



**Michael Page International**

International Recruitment Consultants  
London Paris Amsterdam Düsseldorf Frankfurt Madrid Hong Kong Singapore Sydney Melbourne

JP 150



GlaxoWellcome

## Financial Reporting Accountant

c £35,000 + BENEFITS • GREENFORD, MIDDLESEX

Glaxo Wellcome is one of the world's largest pharmaceutical companies with annual sales of £8 billion, operating companies in 83 countries and 54,000 employees worldwide. Its shares are listed on stock exchanges in London, New York and Tokyo.

Due to their ongoing philosophy of personal development within the finance team, Glaxo Wellcome wishes to appoint a new Financial Reporting Accountant in Group Finance at their global headquarters in Greenford. Group Financial Reporting is responsible for the production of quarterly, consolidated Group accounts and the preparation of the Group's externally published financial reports in accordance with legal and listing requirements.

Working within a small high profile team, your responsibilities will encompass:

- Generation, analysis and interpretation of consolidated financial data and reports.
- Development of financial reports so as to achieve a fair and balanced portrayal of Glaxo Wellcome's business performance and objectives.

- Liaison with Group companies and head office departments on accounting issues.
- Development of the process of production of consolidated data and supporting financial reports.
- The review and implementation of technical accounting requirements as they affect Glaxo Wellcome.

Prospective candidates will be ACA qualified with post-qualification experience, either making a move from practice or from industry with relevant experience. You will need strong accounting skills and up-to-date technical knowledge, combined with good interpersonal and organisational skills.

With this role come the rewards and career progression that only Glaxo Wellcome can offer. Should you feel you possess the qualities to meet this challenging opportunity, please telephone Keith Mackenzie on 0171 269 2262 to discuss further or forward your curriculum vitae to Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LN. Fax 0171 242 3578.

FT

FINANCIAL TIMES

Les Echos

Le Quotidien de l'Économie

The FT can help you reach

additional business readers in France.

Our link with the French

business newspaper, Les Echos,

gives you a unique recruitment

advertising opportunity to

capitalise on the FT's European readership

and to target the French business world.

For information on rates and further details

please telephone:

Toby Finden-Crofts on +44 171 873 4027

Coopers &amp; Lybrand

Executive  
ResourcingCommercial Manager  
Information Technology

LONDON

c £60,000 + BENEFITS

Coopers & Lybrand is one of the leading providers of business advisory services in the UK and internationally. The UK firm numbers approximately 10,000 partners and staff and operates from more than 30 offices. Knowledge and Information are at the heart of all that we do and Information technology is a key enabler of our business. A major programme of enhancement to information systems is underway and the commitment to improvement is ongoing rather than one-off.

The Commercial Manager will lead a team of twelve with responsibility for every aspect of commercial financial management and procurement that you would expect to be associated with a very substantial project and operational IT/IS budget. In effect a Finance and Procurement Director for this increasingly significant part of the firm. You will set the agenda in managing all existing and new IT related contracts and can look forward to extensive senior level contact both internally and with suppliers.

A graduate qualified accountant of the very highest calibre, you will bring several years experience of financial management, including management accounting for services and projects, from a blue chip environment. You must be fully conversant with the IT sector. We therefore envisage you will have a background which includes responsibility for the financial aspects of IT in a major user or relevant experience in an IT/IS hardware/software/services provider. Ideally you will have experience of complex negotiations and a good awareness of contract law implications. This is a high visibility role with the opportunity to develop a career in the wider firm.

Please send full personal and career details, including current remuneration and daytime telephone number, in confidence to Tim Latham, Coopers & Lybrand Executive Resourcing Ltd, 7 Embankment Place, London WC2N 6NN, or e-mail: tim\_latham@gb.coopers.com quoting reference TL1260F.



Schroders

Finance and Administration Director  
Indonesia

Schroders is one of the largest and most international of the UK based investment banking groups. South East Asia plays an important part in our strategy and we currently employ around 60 people in the Investment Banking and Investment Management businesses in Indonesia. The Company is a member of the Jakarta Stock Exchange.

An opportunity has arisen for a Finance and Administration Director in order to strengthen the team in Jakarta. The role, reporting jointly to the Managing Director in Indonesia and the Finance and Administration Director in S. E. Asia (based in Singapore), encompasses responsibility for the financial and administrative affairs, including regulatory and control aspects, and for monitoring settlements, IT and HR. The successful candidate will be a qualified accountant with several years' post-qualification experience, a part of which must have been in the financial services industry. Strong management skills will be essential as will the ability to handle a broad range of responsibilities. Fluency in English is mandatory. Asian experience preferable and Bahasa Indonesian desirable.

A competitive package is offered and there are opportunities for career progression within the Schroder Group world-wide.

Applications, including full résumé, should be sent to Sue Cox, Group Personnel Director, Schroders, 120 Cheapside, London EC2V 6DS.

## Finance Director - Germany

c. DM250,000 + Bonus + Benefits

Frankfurt

Our client is a multi-billion dollar organisation that is recognised as being a market leader in the transportation service industry.

This US based multinational corporation is currently seeking a Finance Director for its German business unit. Responsibilities will include:

- Direct the financial and accounting functions of the business unit in accordance with US GAAP standards and local statutory requirements.
- Prepare, analyse and interpret financial matters for utilisation by management in the decision making process and evaluate the data with reference to company and unit objectives.
- Establish and maintain an integrated financial plan consistent with the company's goals and objectives, both short and long term, analysed and revised as required and communicated to all levels of management.
- Develop and revise internal control standards to provide guidance and assistance to other members of management in ensuring conformance with company standards.

- Oversee assigned tax, treasury, purchasing and MIS functions, maintain appropriate relationships with internal and external auditors and develop and maintain systems and procedures in accordance with company standards.

The ideal candidate will be a qualified accountant, and MBA in Finance would also be a benefit. With at least 10 years' experience with a US multinational organisation you will possess prior Controlling or FD experience. Given the highly commercial focus of this position, the individual will display both strong technical skills and considerable business acumen.

This is a challenging and demanding role which will require a pro-active individual with superior communication skills, a grasp of day-to-day management as well as the ability to make a significant contribution, at a strategic level, to the performance and profitability of the company. Fluent English and German is essential.

Suitable candidates should forward their details to the advising consultant at Harvey Nash Plc, 13 Britton Street, London W1X 7AH. (Tel: 0171 333 0033, Fax: 0171 333 0032.) Please quote reference number HNFI877F. You may also apply via [http://naps.com/Harvey\\_Nash](http://naps.com/Harvey_Nash)

HARVEY NASH



This international FMCG company was established to capitalise on new opportunities in emerging markets. They have achieved tremendous success in recent years, and expect to double sales in the next 5 years.

They are now seeking to appoint an ambitious Financial Controller with a hands-on approach to join this dynamic and entrepreneurial team.

## FINANCIAL CONTROLLER

c. £40k + considerable performance related benefits

Belgium

## The Role

Reporting to the Managing Director you will be solely responsible for:

- management reporting for group and company
- control of assets, group costing and pricing
- budget, statutory accounts and VAT
- divisional control for the group factory
- supporting local staff in all financial areas

## The Person

- a qualified accountant with around 5 years experience
- an international company background, preferably in FMCG
- solid experience in MRP and ABC gained in a manufacturing or logistics environment
- strong leadership and man-management skills
- clear and effective communication skills.

This is an outstanding opportunity for an ambitious young accountant who responds best to a dynamic and entrepreneurial environment.

If you possess an enthusiasm for change, are an innovative thinker and wish to take part in this ambitious growth plan then apply in writing to Christopher King, Mercuri Urval Limited, Spencer House, 29 Grove Hill Road, Harrow, Middx HA1 3BN quoting Ref: CE/FC/97.

Mercuri Urval

## Deputy Group Treasurer

Major Manufacturing Plc

£45,000 + Excellent Benefits

London

Superb opportunity for young Treasurer in blue-chip international group.

## THE COMPANY

- ◆ Progressive, diversified, substantial plc. Strongly branded. Undertaking major change management programme.
- ◆ Worldwide manufacturing operations. Reputation for innovative product development.
- ◆ Commitment to strong financial discipline and profitable growth.

## THE POSITION

- ◆ Report to Group Treasurer. Key member of small, focused team.
- ◆ Responsibilities within operations, systems, risk management and financing.

- ◆ Major role in management of worldwide cash and borrowings. Build effective internal and external links.

## QUALIFICATIONS

- ◆ Graduate with ACT and accountancy qualifications. Minimum 3 years' plc treasury experience.
- ◆ Strong technical competence. Computer literate; state of the art systems knowledge.
- ◆ Enthusiastic self starter able to balance risk minimisation with creative solutions. Team builder.
- ◆ Energetic, dynamic clarity of thought, attention to detail. Outstanding interpersonal skills.

Please send full cv, stating salary, ref LG70516, to NBS, 54 Jermyn Street, London SW1Y 6LX  
Fax 0171 409 1786 Tel 0171 493 6392

Aberdeen • Birmingham • Bristol • City • Edinburgh • Glasgow

Leeds • London • Manchester • Slough • Madrid • Paris

NBS Selection - London

NBS

Selection and Search

A BNB Resources plc company

ISO 9002 Registered

## Financial Controller

Retail Sector

To £40,000 + Car &amp; Benefits

Yorkshire

Bright and ambitious finance professional for business with flotation prospects.

## THE COMPANY

- ◆ Nationally recognised, dynamic and highly profitable £70m retailer of ladies' fashionwear. Extensive UK branch network. In-house manufacturing operation. Strong niche market focus.
- ◆ Track record of rapid expansion, clear strategic plans for further organic growth. Flotation prospects within 2-3 years.
- ◆ Challenging and meritoric working environment. Highly focused, innovative and entrepreneurial Board.

## THE POSITION

- ◆ Real opportunity to impact performance and growth as key member of management team. Fully devolved responsibility for financial management.
- ◆ Implement tight financial controls. Drive improvements in systems and procedures to deliver competitive advantage.

- ◆ Develop strong interface with retail operations in particular. Lead, motivate and develop team of 22. Report to Finance Director.

## QUALIFICATIONS

- ◆ Bright, qualified accountant with exceptional commercial flair. First class intellect. Retail or manufacturing experience
- ◆ Disciplined self starter with strong attention to detail. Good internal relationship builder. Strong IT modelling skills.
- ◆ Confident, articulate and results driven. Prepared to stand up and be counted.

Please send full cv, stating salary, ref LD70602, to NBS, Yorkshire House, Greek Street, Leeds LS1 5SX  
Fax 0113 243 2339 Tel 0113 245 3830

Aberdeen • Birmingham • Bristol • City • Edinburgh • Glasgow

Leeds • London • Manchester • Slough • Madrid • Paris

NBS Selection - Yorkshire

NBS

Selection and Search

A BNB Resources plc company

ISO 9002 Registered

J. K. 10/15/97



## Schlumberger IPM

## Project Controllers

## International Opportunities

Qualified Accountants

MBAs

Internationally Mobile

Experience in Engineering, Construction, Petrochemical, Oilfield Services and similar industries

We invite applications for positions in project control. Successful applicants would be members of our worldwide team of project management services tailored to the needs of Schlumberger's clients.

Applications are encouraged from individuals with five years' experience in project control in the engineering, petrochemical, construction, oilfield and similar industries. Candidates may be financial professionals with an accounting background or an engineering background with an MBA.

Successful candidates should have effective communication and interpersonal skills. They should be able to work in a multicultural environment.

Interested applicants should send their CVs to: Paul Blum, IPM, Schlumberger, 11111 West 111st Avenue, Suite 100, Denver, CO 80231, USA. Tel: +1 303 751 1111. Fax: +1 303 751 1112. E-mail: paul.blum@slb.com

## Schlumberger

Schlumberger Oilfield Services is a leader in providing the oil and gas industry with a wide range of services including exploration and production activities.

We offer challenging international career opportunities in a growing, innovative, and secure environment. Schlumberger Oilfield Services is a global leader in providing the oil and gas industry with a wide range of services including exploration and production activities.

Our compensation and benefits package is competitive and includes a comprehensive medical and dental plan, a 401(k) plan, and a profit-sharing plan.

## EUROPEAN AUDITOR

## Exciting Pan-European Opportunity for German Speaker

## Watford

## Competitive Salary + Benefits

With operations in 40 countries spanning Europe, America and Asia this manufacturing group has established market leadership in its core business areas. They are pioneers in their field. The development of leading edge technologies combined with focused, innovative business practices has contributed to dramatic organic and acquisitive growth.

Based near London, the European audit team is young, multi-cultural and commercial. As a key member of this team and working closely with all levels of management, you will review operational and financial aspects of the activities in Europe with a clear focus on Germany, Austria and Switzerland.

Trouble-shooting, systems development and special project work such as analysing business and technical accounting issues will be important aspects of this role. The successful candidate will therefore be a qualified accountant or equivalent with at least 3 years' auditing experience. You will be fluent in English and German and will relish the prospect of a multi-cultural role with approximately 40% European travel.

This represents a unique opportunity to impact positively upon the efficiency and profitability of the European business, using a consultative approach which will add value. Career prospects are excellent both in Europe and group-wide.

Interested applicants should write to Robert Macmillan at Nicholson International (Search and Selection Consultants), Bracken House, 34-36 High Holborn, London WC1V 6AS quoting reference number UKR110275. Alternatively fax your CV on 0171 404 8128 or e-mail: robert@nicholsonintl.com

**NICHOLSON INTERNATIONAL**

Austria Austria Belgium Brazil China Czech Republic France Germany Ireland Hong Kong Hungary India Israel Italy Japan Korea Luxembourg Netherlands Norway Portugal Romania Russia Singapore Spain Sweden Switzerland Taiwan Thailand Turkey UAE

## Corporate Auditor

Based Germany

100 000 - 125 000 DM

Continental is one of the world's largest tyre manufacturers with an annual turnover in excess of £4bn. We are committed to developing and supporting our global operations and hence our policy is to only recruit high calibre individuals with a genuinely international outlook. As part of this process, we now require an experienced Corporate Auditor to be based at our Head Office in Hannover.

Primarily you will be responsible for reviewing various aspects of the business and identifying opportunities for performance improvement. You will consider areas such as business systems and processes, adding value to the operation by recommending ways of improving efficiencies. Your operational and systems reviews will be presented to the board in detailed reports which will be used to form the basis of the company decision making process.

You will be a graduate, hold a full CA, ACA or ACCA qualification (or possibly an MBA with a strong financial bias). In addition, you will have a high degree of computer literacy, a flexible attitude to regular travel and an appreciation of international business.

In return, the company offers an excellent salary and benefits package, but most importantly the promise of a career with an organisation of international standing.

Please send your C.V. by fax to +49 511 938 1950 or by post to Continental AG, Personnel, Vahrenwalder Str. 9, 30165 Hannover, Germany.

Continental

## Appointments Advertising

appears in the UK edition every Wednesday & Thursday and in the International edition every Friday

For further information please call:

Courtney Anderson on +44 0171 873 4153

## GROUP FINANCE DIRECTOR

## EXCITING OPPORTUNITY WITH FAST GROWTH, DYNAMIC PLC

## CENTRAL LONDON

## COMPETITIVE PACKAGE INCLUDING OPTIONS

• Young and highly successful plc with turnover approaching £10m and plans for continued dynamic growth. Strong portfolio of recognised brands, with significant potential for further development both in the UK and overseas.

• Member of a closely-knit senior management team, operating in an informal and open culture, your brief as Finance Director is to ensure the ongoing control of growth within this entrepreneurial environment.

• Commercially focused role, with responsibilities ranging from interface with the City, strategy development and business development monitoring, to routine reporting and administration.

• Candidates will have operated at Finance Director level within a fast-growing, change orientated business. Ideally this should be coupled with experience of licensed products, managing the interface with both manufacturers and retail customers.

• Must be comfortable with an informal culture where a shirt sleeves approach is as important as having the interpersonal skills to interface credibly with the City and senior management team. Flexibility and the ability to prioritise within this demanding and multi-faceted role are prerequisites.

• The package is structured to ensure that candidates are able to benefit directly from the success of the business.

Please apply in writing quoting reference 1417 with full career and salary details to: Susan Ryder, Whitehead Selection, 11 Brix Street, London W1X 8BB. Tel: 0171 290 2043. <http://www.whitehead.co.uk/whitehead>

**Whitehead SELECTION**

A Division of Whitehead Mann Ltd, a Whitehead Mann Group PLC company

## Financial Controller

£60,000pa+Car+Bonus+Benefits

South West Midlands

International Company - Market Leader

If you combine broad financial experience with contract negotiation skills, this is your opportunity to help shape the future of this internationally successful organisation.

A leading edge blue chip company, our client's interests span a diverse range of market sectors. Based at their Head Office, this corporate role will carry responsibilities for a number of subsidiaries within the group.

You will take responsibility for the holding company's financial function and you will provide effective commercial input to the preparation, negotiation and evaluation of multi million pound contracts in the UK as well as overseas. You will also be expected to take a strategic overview of the business and make a major contribution to the board.

You should be a chartered accountant with at least five years all-round experience gained in a large, multi-faceted organisation at senior level. Flexible, pragmatic

and adaptable, you will be capable of seeing the wider picture without losing your eye for detail. Shrewd negotiating skills, exceptional commercial acumen and a natural gift for communicating and influencing will be essential.

The right person can look forward to a salary in the region of £60k supported by generous benefits and exceptional prospects. Please send your cv in confidence, quoting reference A1497, to: Peter Watts, Consultants, Austin Knight UK Ltd, Knightway House, 20 Saba Square, London W1A 1DS. Fax: 0171 439 5744. E-mail: p.watts@austinknight.co.uk

**Austin Knight**

UNITED KINGDOM • FRANCE • THE NETHERLANDS • USA • CANADA • AUSTRALIA

## Is your future bright enough?

## Finance Analyst - Germany

In less than seven years, GE Lighting-Europe (GEL-E) has grown to become a leading player in the European lighting industry, investing \$800 million in the region since 1990. Part of GE's \$79 billion global empire, GEL-E has more than 8,000 products, 13 manufacturing sites Europe-wide and a strategic vision which puts it on track to become the quality provider of lighting products across the continent.

To support its growing operations in Central Europe, France and Benelux, the company seeks a commercially-minded Finance Analyst to work closely with the regional Sales Director. Acting as a business partner in developing and implementing strategic initiatives, the role focuses on leveraging analytical skills to help drive the business forward and maximize returns. With particular emphasis on major strategic accounts, there will be close involvement in negotiations with key customers and support for GE's Six Sigma quality initiative, generating significant improvements in customer service and satisfaction.

This key appointment will provide pan-European exposure to GE's operations in a fast-moving, highly competitive market. Liaising at senior levels, candidates must have strong analytical skills, around

2-5 years' financial analysis experience and excellent communication ability, with the confidence to develop productive working relationships at all levels within the business.

Fluency in English and proficiency in German are important, together with the drive and mindset to thrive in GE's meritocratic environment and the mobility to travel to GEL-E's operations throughout Europe. In return, the challenge, exhilaration and career prospects will be unrivalled, with an attractive salary package and a truly bright future in GE's global operations.

To apply, please fax or post your CV quoting current salary details and ref 210 to our retained consultants, Ashdown Consulting, 95 Fetter Lane, London EC4A 3DF. Fax: +44 (0)20 7460 1111. For more information, please phone +44 (0)20 7460 1111 or +44 (0)181 467 1408 or +44 (0)900 130 1301.

Any CV sent direct to GE will be forwarded to Ashdown Consulting Ltd.

GE is an equal opportunity employer.

\*Not connected with the English company of a similar name.



GE Lighting

## German Speaking Accountant

Our client is managing the European accounting function of a large US multinational manufacturing organisation, with a turnover of £400m in Europe. They are now looking to recruit a German speaking accountant to look after the Swiss part of the business and ultimately become responsible for the German operations.

## The Position

- Preparation of financial statements in accordance with local statutory requirements & provision of detailed monthly management information to tight deadlines
- Compilation of financial information including actual and projected performance levels
- Cash management & forecasting
- Managing a small team of multi-lingual accounting personnel

## The Candidate

- Experience and understanding of German and/or Swiss accounting practices together with fluency in German
- A qualified accountant with hands on experience gained preferably in a manufacturing environment
- Outstanding communication and management skills
- Excellent systems and spreadsheet literacy
- A knowledge of SAP R/3 would be advantageous but is not essential

Please send your current CV and salary details to: Louise Bazille, CSL Professional Placements, Ashton House, Silbury Boulevard, Central Milton Keynes, MK9 2HG. Alternatively you can fax us on 01908 678 941 or E-Mail us on Louise.Bazille@CSL.ToucheCo.UK.

In the future we will be seeking qualified accountants with other European language skills, so if you are looking to put your languages to use, please apply to the same address or visit our web site.

<http://www.csl-professional-placements.co.uk>

CSL

Debit & Knute



## PROJECT FINANCE MANAGER

HIGH VALUE INVESTMENT PROJECTS

HIGHLY COMPETITIVE PACKAGE NORTH WEST OR LONDON

Recognised by successive governments as the most cost-effective method of funding major public construction work, Private Finance Initiatives will increasingly take centre stage in the years to come. As part of a major international group with an unrivalled profit and investment programme, our client is leading the field in securing £multi-million contracts, having already achieved preferred bidder status on several initiatives.

An outstanding career opportunity has now been created for a first rate Manager to be responsible for all aspects of planning, executing and managing the financial aspects of major projects and for developing long-term relationships with joint-venture partners, external advisers and institutions. Evaluation of risk and cashflow management on structured non-recourse projects are essential elements of this exciting and challenging position.

Chartered Accountant candidates will require sound experience of structuring and closing finance for complex, long-term projects, joint ventures or major contracts in the UK and possibly internationally. Ideally gained within a major company, bank or financial institution. Highly credible at senior level, candidates will have the personal skills to build relationships with colleagues from all disciplines and fellow consortia members, together with the flexibility and drive to achieve stretching objectives.

The Finance Manager role is ideal for managers aspiring to strong career development within this leading international group.

Please call to discuss or send a CV to Sue Tyrer at Howgate Sable & Partners, Arkwright House, Parsonage Gardens, Manchester M3 2LF. Tel: 0161-839 2000, Fax: 0161-839 0064, quoting ref: FT50002.

Visit our web site at <http://www.topjobs.co.uk/howgate>



**Howgate Sable  
& PARTNERS**  
EXECUTIVE SEARCH AND SELECTION

London • Manchester • Leeds • Newcastle

## A PIVOTAL ROLE IN THE MANAGEMENT OF CHANGE

LOGISTICS

PACKAGE TO £60,000 PLUS CAR

NORTH WEST

This profitable, multi-sited European plc has grown significantly over recent years, both organically and through acquisition. While upgrading its systems to millennium compliant software, it is also taking the opportunity to move towards common processing and reporting group-wide.

Reporting directly to the Group Finance Director, you will be heavily involved in the implementation of a common accounting system and introducing more efficient accounting and reporting, both in the UK and Continental Europe. Leading an expanding team, you will instil a more customer focussed culture to develop a centre of excellence, introducing 'best practice' concepts in financial processing to drive higher levels of performance and improvement to exploit the centre's effectiveness.

A qualified accountant with no less than five years' post

qualification experience, you must have experience of implementing new systems in a sizeable financial accounting environment. You will have demonstrated an ability to work with internal customers to provide an effective and efficient service, and understand the business issues they face. Your communication and interpersonal skills must be of the highest order and will have been proven in a man management role. Essentially, the requirement is for a systems focussed accountant who can drive through fast moving cultural and procedural change.

Please send a CV to Joelle Warren at Howgate Sable & Partners, Arkwright House, Parsonage Gardens, Manchester M3 2LF. Tel: 0161-839 2000, Fax: 0161-839 0064, quoting ref: FT479W.

Visit our web site at <http://www.topjobs.co.uk/howgate>



**Howgate Sable  
& PARTNERS**  
EXECUTIVE SEARCH AND SELECTION

London • Manchester • Leeds • Newcastle

## FINANCIAL CONTROLLER

Investment  
Management

City

c.£50,000,  
car, bonus

Our client is the investments division of a market leading, blue chip, financial services group which has an excellent record of profits and dividend growth. A culture of dynamic evolution drives the business forward in a rapidly changing and highly competitive market.

The Financial Controller will lead a high calibre finance team in the provision of broad financial management expertise and business support, and in particular will:

- Drive short and long term business planning and forecasting
- Proactively encourage a strong risk and control environment
- Develop more effective financial analysis and decision support services
- Continue to evolve a strong customer focus within the finance team

Candidates will be graduate qualified accountants with at least 6 years' PQE and a demonstrable record of achievement, preferably gained in a fast moving, financial services environment. Strong analytical ability and commercial acumen combined with outstanding leadership and communication skills will be essential. This is a high profile role requiring interface at all levels of management and will provide substantial opportunity for 'fast track' career development.

Interested candidates should write with full CV, quoting current rewards package, to Mark Hurley, Hoggett Bowers, 7-9 Bream's Buildings, Chancery Lane, London EC4A 1DY. Tel: 0171 430 9000, Fax: 0171 405 5995, quoting ref: HMBH/11880/FT.

**Hoggett Bowers**

EXECUTIVE SEARCH & SELECTION



THE PSD GROUP

## BUSINESS SERVICES MANAGER

Business  
to Business

Surrey

To £45,000,  
bonus, car

Our client is one of the world's leading manufacturers of chemical speciality products for commercial maintenance and industrial markets. Highly recognised brands and quality service have contributed to the year on year profitable growth which the company seeks to sustain.

Integral to the company's plans for further growth and development is the appointment of a Business Services Manager for the UK operation, who reports to the Managing Director and will make an immediate impact and contribution in driving the business forward.

Responsibilities will include:

- Effective management of all aspects of the finance function
- Provide commercial and financial input on all business plans
- To co-ordinate all relevant Human Resources activities
- Optimise customer service and supply chain performance to add significant value to the business

This challenging role will provide a finance professional with a unique opportunity to contribute in commercial and general management as well as financial terms, to the bottom line.

As a graduate calibre qualified Accountant you will have a strong technical background as well as excellent management and communication skills together with an ability to build effective cross functional relationships. You must be able to demonstrate a well developed commercial mind and a flexible hands-on approach.

Interested candidates should write with full CV, quoting current rewards package to Karen Wilson or Angela Mascins, Hoggett Bowers, 7-9 Bream's Buildings, Chancery Lane, London EC4A 1DY. Tel: 0171 430 9000, Fax: 0171 405 5995, quoting ref: HKW/11926/FT.

**Hoggett Bowers**

EXECUTIVE SEARCH & SELECTION



THE PSD GROUP

## FINANCIAL CONTROLLER/ FINANCIAL DIRECTOR DESIGNATE, Docklands, London E16

A qualified accountant (ACA/ACCA/ICMA) is required by a large Import/Export company. Ideally aged between 25-30 with at least 2-3 years post-qualification experience. Computer experience is essential (ideally SCALA, EXCEL).

Duties will include:

1. Full responsibility for the company accounting function and computer systems supported by a small accounting team.
2. Preparation of budgets and forecasts.
3. Company secretarial duties.

A competitive salary will be paid to the successful applicant together with a benefits package.

To apply, please write enclosing your CV to Box A5456, Financial Times, One Southwark Bridge, London SE1 9HL.

c.£50,000  
+ car  
+ share options

Hi-tech  
Multinational

South East

**MWA**  
MARTIN WARD  
ANDERSON  
LONDON • WIDEBOR • ST ALBANS

## Finance Manager

Our client is one of the world's leading players within the fastest growing segment of the IT industry. World class technology, innovative products, strong corporate management and bold global marketing have combined to create a multi-billion dollar organisation with an impressive record of high growth.

Continuing challenges in this dynamic company now require the recruitment of a talented Finance Manager.

Key duties are:

- ▶ Worldwide business planning and reporting
- ▶ Provision of commercial advice and support to product and operations management
- ▶ Development of management information systems
- ▶ Ad hoc financial analysis and decision support
- ▶ Training and development of staff

Candidates must be graduate calibre qualified accountants with hi-tech or high volume product based experience within a fast-changing international business.

Strong interpersonal skills should be combined with a proactive supportive style, people management skills and broad financial management experience. Excellent career development opportunities include future promotion within the UK, Europe or the USA.

To apply, please submit a curriculum vitae, together with current salary details, quoting reference 38474, to Peter Ward ACMA, Martin Ward Anderson, Lloyds Bank Chambers, The Maltings, St Albans, Hertfordshire AL1 3HU.

Coopers & Lybrand | Executive  
Resourcing

## Finance and Administration Director

NOTTINGHAM

Being a world leader in its field of innovative clinical research for the pharmaceutical industry, this business has started to see sustained, rapid growth which is expected to continue. Turnover is now close to £1.5m and expected to quadruple within three years. The business is profitable.

The Chief Executive now needs a full time Finance and Administration Director to control all of the non technical aspects of the business in such a way as will ensure that the business grows in a controlled fashion, allowing the technical players in the business to concentrate on capitalising on their unique position in this niche market place.

You should be a graduate qualified accountant with a hands on style, who at the same time will be able to play a part in

the development of the business as a whole. You should be I.T. literate, have experience of a project/contract control environment, possess excellent communication and motivation skills and be comfortable operating in a business of some 30 people in total which operates internationally. A knowledge of the mechanisms of a flotation would be an advantage as this exit route is currently being planned for the future.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to John Elliott, Coopers & Lybrand Executive Resourcing Ltd, Temple Court, 35 Bull Street, Birmingham B4 6JT, quoting reference JE335 on both envelope and letter.

## Finance Director - Europe

Barcelona c£70,000 + benefits

Our client is a global organisation with the most impressive brand portfolio in its market sector. With a reputation for quality and excellence throughout the world our client now seeks an impressive individual for an operational role which encompasses:

- Preparation of Regional Manufacturing strategy with particular emphasis on the group's cost and working capital control
- Evaluation of capital expenditure and future investment plans
- Responsibility for all financing issues, ensuring strong financial controls throughout the region
- Providing leadership and career development of key regional finance executives

You will possess strong analytical, planning and commercial problem solving skills, with a minimum of 10 years POE combined with 5 years influencing group strategy. Fluency in Spanish or Italian with international exposure will be advantageous.

To discuss this opportunity telephone Jason Gasparro on 0171 405 4161 quoting reference no: 3249 or alternatively send your details to him at the address below:

5 Bream's Buildings  
Chancery Lane  
London EC4A 1DY  
Tel: 0171 405 4161  
Fax: 0171 430 1140  
E-Mail: [fms@psd.co.uk](mailto:fms@psd.co.uk)  
Internet: [www.psd.co.uk](http://www.psd.co.uk)



PSD

FMS  
Finance and  
Accountancy  
Recruitment

INVESTOR IN PEOPLE



## FINANCE DIRECTOR

This 27 partner legal firm enjoys an established reputation and consistent growth. As well as thriving property and commercial teams the firm is pre-eminent in the field of insurance law and liability litigation. They seek to strengthen the management of the practice by recruiting an Influential Finance Director to support the partnership in its continued development.

Working with a Finance Committee, in addition to the standard accountancy routines, responsibilities will include budgeting procedures, improving automated data capturing systems, and

LONDON

£70,000

**CEDAR**  
INTERNATIONAL
CORPORATE - EXECUTIVE  
RECRUITMENT - AND - RESOURCES LTD

analysis of trends for management purposes. The individual will be a key player in the efficient management of the practice and will need to be a relationship manager in the truest sense. Candidates must be qualified accountants, able to demonstrate their abilities to influence colleagues and instigate change in an environment where the preservation of personal trust is paramount.

Please apply, in confidence to Stephen Williams, 15 Bloomsbury Square, London WC1A 2LJ, Phone 0171 831 8383, fax 0171 831 9571.

### Poplar HARCA

Poplar HARCA is a new housing and regeneration agency working in the London Borough of Tower Hamlets. Following a positive vote by tenants, the HARCA will take over just under 2,000 homes on three estates in early 1998. Subject to further tenant ballots, the HARCA will over the next three years grow to 6,500 homes, delivering a multi-million pound refurbishment and regeneration programme. The HARCA now wishes to recruit its first senior staff.

**HACAS**  
HACAS Ltd, United House, North Road, London N7 9DP.  
Telephone 0171 609 9491. Fax 0171 700 7589.

### Finance Director

Salary £46,000 - £52,000 p.a.

The Finance Director will establish and lead the team responsible for financial control and financial management. The Finance Director will take personal responsibility for managing the HARCA's loan portfolio and relations with lenders.

Candidates will need to be fully qualified (CA, ACCA, CIMA or CIPFA), and experienced and effective financial managers. Experience of developing and implementing complex financial strategies is essential. The emphasis of the Senior Management Team will be on performance. Candidates will need to show a track record in achieving corporate as well as departmental objectives.

Candidates should apply in their own style by 16 June 1997 at 12 noon to HACAS, the HARCA's advisers, whose address is given below. An information pack is available from HACAS.

HACAS Ltd, United House, North Road, London N7 9DP.  
Telephone 0171 609 9491. Fax 0171 700 7589.

## HSBC Markets

HSBC Markets is seeking three qualified candidates to join its highly successful Global Structured Finance Group. The Tokyo team, with responsibility for origination, structuring and executing Asian based transactions is looking to build on its recent widely publicized successes. If you are currently working for a major international investment bank and are looking to join a global team of experienced professionals responsible for managing the entire transaction instead of simply "sales" or "origination" we are interested in meeting with you.

The three successful candidates will be able to demonstrate the following:

#### Senior Transactor

- Extensive experience in originating, negotiating and closing structured transactions which may draw on your background in capital market products and derivatives;
- A track record showing your capability to generate fee income in line with the value you have contributed to client driven, cross border transactions;
- Strong relationships with issuers and/or investors.

#### Junior Transactor

- Strong understanding of structured finance and asset securitization transactions;
- Numerate with good analytical and computer skills;
- Minimum of three years experience in international finance or investment banking.

#### Team Assistant

- Strong command of both spoken and written English;
- Efficiency in computer (MS Office applications) and organizational skills;
- Work experience in foreign bank or securities firm preferred.

For each of the above positions, a high degree of emphasis is placed on self-starters with excellent presentation and interpersonal skills. International experience, particularly in Asia, would be an advantage. Each position offers significant scope for personal development and advancement. Salaries and benefits shall be competitive and commensurate with experience.

Interested parties should contact Human Resources Department at HSBC James Capel Japan Limited, Tokyo Branch, Kyobashi Ichome Building, 13-1, Kyobashi 1-chome, Chuo-ku, Tokyo 104 Tel: (03) 5203-3747

## Finance Director

### VENTURE CAPITAL INVESTMENT

£60,000 + Equity

Home Counties

An outstanding opportunity to join a £15m multi-site service organisation, with ambitious growth plans and operating in a dynamic sector. The result of a successful venture capital investment.

• **RESPONSIBILITY** is to the Managing Director for running a professional finance function combined with an authoritative input into the commercial and strategic direction of the Company, including the preparation for a Stock Market flotation or Trade Sale.

• **THE NEED** is for a qualified accountant, probably a graduate, aged 30-40, of above average intellect, with well developed analytical powers and commercial acumen. Good communication skills and leadership qualities are essential. Previous experience in a service organisation would be desirable.

Write in confidence enclosing a Curriculum Vitae and remuneration package, quoting reference T8342 to:

**TK**  
SELECTION

8 Hallam Street, London W1N 6DJ. Fax: 0171 631 5317  
A DIVISION OF TYZACK & PARTNERS

## European Audit Managers

£36,000 + Cor + Benefits

West London

"Great marketing, great cashflow, and a great growth profile". A bold statement from an already highly successful company that is perfectly placed to continue its growth in the field of international consumer products under its new name of Fortune Brands. With worldwide sales of \$4.7bn, and twelve brands that generate over \$100m each the group focusses primarily on distilled spirits, golf and leisure products and office equipment. Notable names include Jim Beam, Whyte & Mackay, Titleist, and ACCO. Operating from new offices in West London, the company now seeks to recruit a number of professionals to form its European audit team.

Acting alone or as part of a team, auditors will take a 'value for money' approach to their reviews, with management of larger projects revolved throughout the team. The function will adopt risk based techniques covering areas as diverse as finance, production, distribution, sales and marketing. With a high level of project work, the emphasis will lie in adopting a progressive audit philosophy that stresses a consultative approach to the work.

Frequent European travel (50% of your time) and exposure to senior management/Board Directors means that auditors must have exemplary interpersonal skills, and a high degree of commercial

acumen. The team will be a multi-disciplined function, and as such, whilst all members will have commercial experience, backgrounds can vary. Of particular interest are qualified accountants with previous

internal audit/line finance experience, candidates with extensive knowledge of distribution/manufacturing environments, or individuals with a good knowledge of Management Information Systems. A second European language (preferably French) is particularly useful, as is knowledge of interrogation software (preferably ACL). Individuals should be able to show high degrees of initiative and flair in order to take advantage of future worldwide opportunities.

To register your interest in these exceptional opportunities please contact our retained consultants Matthew Dermwood or Paul Glatzel at Executive Connections on 0171 304 9000 (evenings/weekends 0171 254 3849). Alternatively send your Curriculum Vitae to them at 43 Eagle Street, London WC1R 4AR E-mail: [Fortune.Brands@executive-connections.co.uk](mailto:Fortune.Brands@executive-connections.co.uk) or Facsimile: 0171 304 9001. Please note: Any CVs sent directly to Fortune Brands will be forwarded to Executive Connections.

## CARIBBEAN BANK SENIOR POSITIONS

### GENERAL MANAGER

We are seeking a mature banker with 20 years or more of banking experience in a broad range of positions with major OECD Financial institutions. Candidates are expected to have strong general management background in branch administration and operations and to have served in senior positions in the Commercial and Personal Lending area, preferably in both line and staff roles. Candidates should possess a good balance of leadership, banking experience and academic qualification. The position reports to the Executive Director of the Bank.

### CREDIT/AUDIT MANAGER

We are seeking a senior credit officer for the bank. Candidates for this position must have at least 20 years experience in banking and particularly in credit department account management. The ideal candidate will have had exposure as both a senior lending officer and a senior credit manager in major OECD Financial institutions. Exposure to an internal audit role would be an asset. We are seeking a common sense individual with a good balance of experience and academic qualifications. This position reports to the Executive Director of the Bank.

We offer attractive remuneration based on the level of experience the candidates bring to the roles. Packages include U.S. Dollar salary and automobile/housing allowance. Applications from Caribbean nationals are encouraged but all applications will be considered on their merits.

Please forward detailed resumes together with an indication of the salary level expected by mail, email or fax by June 20th 1997 to OTIC Corporation, 177 East 77th Street - 5D, New York, NY, 10021. Email: [otic@oticcorp.com](mailto:otic@oticcorp.com). Fax: (212) 628-0116

## UK & MEA Finance Director

Maidenhead

A competitive salary

Business Objects is the world's leading supplier of integrated query, reporting and analysis software tools. Listed on the US NASDAQ stock exchange and with dual headquarters in both Paris and San Jose, CA, the company continues to have year-on-year growth with worldwide revenues in excess of \$85m. The opportunity exists for an individual to further develop their career and make a significant contribution to the development and growth, at a corporate level, of this World Class global software company in the UK & MEA region.

Reporting to the Vice President of Finance, who is based in Paris, the UK & MEA Finance Director will be responsible for all areas of accounting and financial control, including responsibility for Ledger Control, Distribution, Human Resources & Payroll and Facilities Management. In addition this person will be responsible for all of the company's policies and procedures, in particular those regarding revenue recognition and contractual licensing language and practices. You will also be expected to provide a contribution to both Corporate and Local Strategies.

The ideal candidate will have a minimum of 5 years' experience, with a combination of public accounting (audit) experience and operational management of a finance function. Working alongside the UK Managing Director and based in the UK, you will need to demonstrate management of corporate and local issues, as well as the ability to interact with various clients and service providers. We would expect you to have experience of US Accounting Practices as well as an appreciation of the IT industry.

To apply contact David Brent, Recruitment Manager, on the number below, or send your details to him at: Business Objects (UK) Ltd, Objects Court, 29-41 Moorbridge Road, Maidenhead, Berkshire SL6 8LT.

Tel: 0181 878 5300. Fax: 0181 876 9614.

E-mail: [david\\_brent@businessobjects.co.uk](mailto:david_brent@businessobjects.co.uk)<http://www.businessobjects.com>
**BUSINESS OBJECTS**

Coopers &amp; Lybrand

Executive  
Resourcing

## Group Finance Director

MIDLANDS

TO £60,000 + BONUS + SHARE OPTIONS + BENEFITS

As a small, profitable, highly respected PLC operating in the design conscious F.M.G.B. market place, focus remains on quality and responding promptly to blue-chip customer needs. The market place is an international one with all the opportunities and challenges that brings.

The Group needs to appoint a commercially minded Finance Director who will play a pro-active role in the management of the Group, whilst maintaining a close link with the main operational units.

Candidates should be qualified graduate accountants who can demonstrate a progressive track record gained in a

quality manufacturing environment. You should possess sound I.T. skills, be able to deliver to a high standard and provide a strong commercial input. Experience of dealing with the City would be desirable but not essential. Acquisitions experience would be preferable as would knowledge of Company Secretarial matters.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to John Elliott, Coopers & Lybrand Executive Resourcing Ltd, Temple Court, 35 Bull Street, Birmingham B4 6JT, quoting reference JE336 on both envelope and letter.



# IT Appointments



**AINSWORTH & ASSOCIATES**

Ainsworth and Associates are specialists in the development of Business Solutions and the application of Information Technology in Finance, with long experience of financial business operations in many different client environments. During the past ten years, we have developed a reputation for excellence unequalled in our field.

Owing to recent expansion we are currently seeking to recruit

## Principal & Senior Consultants

with experience in

### Project Management

You have at least 5 years experience running multi-man-year bespoke developments or package selection systems integration projects using modern Project Management tools and methods within the financial services industry.

### Business Analysis

Your profound understanding of the financial services industry will have been gained over a period of 5-10 years developing IT solutions with a leader in Asset Management, Custody, Securities Trading & Processing, Investment Banking or Life & Pensions.

### Systems Integration

You have specialist understanding in areas such as interfaces, data integrity and security, application and infrastructure performance and tuning, software configuration management, and supplier management gained in a sophisticated financial services environment.

### Software Development

You are an accomplished practitioner in the use of PowerBuilder, C++ or VB5, maybe with team leading experience for large scale developments ideally but not necessarily in the financial services sector.

We offer an attractive remuneration package including equity participation and provide an excellent environment for personal development.

In the first instance please contact our retained consultants, quoting reference DA/5, Vine Poterion Limited, Suite 26, Ludgate House, 107-111 Fleet Street, London EC4A 3AB, Tel 0171-955 0900. Fax 0171-955 0901.

Business, IT and  
Training Solutions  
in Finance



## Senior Business Analysts

- United Arab Emirates
- £Excellent, tax free + generous expatriate benefits

Our client is a major financial institution, with its principal operational base in the United Arab Emirates. As a consequence of a decision to replace all of its core IT systems, the need has arisen to appoint two Senior Business Analysts to work with the Chief Information Officer to define and implement a new IT strategy.

These are senior roles, to undertake definition of the business requirements and to set standards of best business practice for the new systems implementation.

Successful candidates will be graduates, preferably with a second degree, with at least ten years' IT experience, of which at least six will have been in the financial services industry. They will be able to demonstrate a track record of implementing successful projects either from a business analyst or project management point of view. Extensive knowledge of current IT technology will be required, particularly of UNIX, Windows, NT and networking

technologies and a clear understanding and knowledge of the work of a major financial institution, particularly fund management. Excellent communication skills will be needed, as will be a high level of diplomacy and sensitivity to situations. Individuals should be used to working alone or in a team, heading up projects or working with business groups to define requirements and be able to deliver, through the IT department, creative, innovative and effective solutions.

If you are highly motivated and clear thinking, with a strong desire to improve business performance through state of the art IT systems, please send your CV with details of current remuneration to:

Bernard Grant, KPMG Executive Selection & Search,  
1-2 Dorset Rise, Blackfriars, London EC4Y 8AE.  
Fax number: 0171 311 5872. (Ref: SBA)

KPMG Selection & Search

## SYSTEMS ACCOUNTANT

CENTRAL LONDON / UP TO £45,000

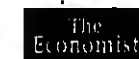
+ BONUS AND BENEFITS

The Economist Group is an independent and international publishing and information group. Turnover has doubled in the past five years and is now approaching £200m. The group has 1,800 employees worldwide and is set to continue to invest and grow.

As Systems Accountant, you will be responsible for the maintenance and further development of the group's global accounting system. A member of the finance function, but with close links with the group's IT departments and business managers, you should have experience of mid-range PC-based client server accounting software.

Currently based on Platinum and with sites in London, Hong Kong and North America, you will have the ambition and vision to build and invest in a system that can accommodate the group's future growth and information needs. You should also be comfortable with accounting in a multi-currency environment. This high-profile role will involve close communication and an understanding of business requirements.

Please apply with full details to John Parker, Group Financial Controller, at the address below.



THE ECONOMIST GROUP  
15 REGENT STREET  
LONDON SW1Y 4LR

## FT IT Recruitment

appears each

Wednesday in the UK

edition, and each Friday in  
the international edition

For more information on  
how to reach the top IT  
professionals in business

call:

Mark Cunningham on  
+44 171 873 3761

Courtney Anderson on  
+44 171 873 4095

## Bilingualgroup

THE INTERNATIONAL LANGUAGE RECRUITMENT SPECIALISTS

### Product Manager

to £20K + Bonus + Bens  
Rapidly expanding UK co requires top marketing expert with German and/or French. Good computer/multimedia experience a must and good business acumen exp. knowledge of EU issues including the single currency. Great influential role!

### Technical Support Consultant with German

to £20K + Car + Bens  
IT expert with knowledge in Unix, Novell, SQL, PC and some hardware for type customer support role, responsible for Germany, Austria and Switzerland. Exp. prospect. Lots of travel!

### Int'l Software Engineers - Belgium/France/Germany

to £20K + Car + Bens  
Growing IT co needs Software Engineers with min 3 years exp. Good knowledge of Windows '95, MS Office, DOS and Windows, with French or German.

STOP PRESS!!  
If you are an IT expert with foreign language skills, call us now, as we have more exciting opportunities, permanent, temporary and contract!

For more information call Courtney Anderson on +44 0171 873 4095

## EQUITIES TRADING SYSTEMS TRAINER

Required on London Order Driven Market project within Equities. Trading experience essential, training experience desirable.

For details contact: 01483 747 111

## Appointments Advertising

appears in the UK edition every Wednesday & Thursday and in the international edition every Friday.

For further information please call:  
Courtney Anderson on  
+44 0171 873 4095



## IT SUPPORT ASSISTANT

Salary: £17K (Dep. on Exp.)

Financial Times Television is an affiliate company to the Financial Times Newspaper, and a division of Pearson Television producing over 7 hours of live programming daily. Our 80+ staff consisting of Journalists, Producers, Technical and Marketing and Admin staff produce and broadcast our unique brand of programmes from within our central London studios.

We require an IT Support Assistant to help manage our TCP/IP and NBT Network of 30+ Windows 95 and WFWG PCs, IRIS UNIX servers, terminal servers and 40 VT520 clients (distributing News wires and Aunsee/promoter feeds).

The vacancy is mainly to support the PC network but we would expect the successful candidate to come to grips with most of our IT resources.

The ideal candidate would be eager to learn about IT systems within the television industry with approx. 1 years experience. IT support can be a stressful job especially within this type of environment so all candidates must be able to work effectively under pressure.

Please forward a recent CV and covering letter.

Maurice Dean  
IT Manager,  
Financial Times Television  
1 Stephen Street  
London W1P 1PJ  
Fax: 0171 691 6068

A Pearson Television Company

## Technology Careers in Investment Banking



### An evening Seminar for fast track professionals

Central London

Thursday 19th June

In your academic life you made a huge personal investment in your knowledge and skills.

Now you have high ambitions and aspirations to achieve. But where?

You are motivated by challenge. You aspire to be part of a global industry. You are fascinated by technology and innovation and want a career where these are at the heart of success. Investment banking seems to meet these criteria, but you want to learn more. So what next?

If these aspirations strike a chord, you should attend our forthcoming seminar which is aimed at top calibre graduates who seek challenge, opportunity and career development in the global financial markets.

The evening will be informative but informal. You will hear about BZW, careers in technology and about specific opportunities, direct from the BZW team.

As to your background, you may be in technology or just thinking about making the move. We are flexible about recent industry experience and previous financial services knowledge is not a pre-requisite. However, a career in BZW Technology requires strong intellect, a good degree, excellent communication skills and the ability to work in a team. Age range sought is 23-28 with 2-5 years experience gained within a blue-chip environment.

If you are interested in attending the seminar, please return the attached form as soon as possible to Fiona Robertson, Michael Page Technology, Freeport, London WC2R 5BR, or via the Internet on [http://taps.com/Michael\\_Page](http://taps.com/Michael_Page)



**Michael Page Technology**

Specialist Recruitment Consultants



NAME: _____	ADDRESS: _____
TELEPHONE NO (H): _____	(W): _____
CURRENT EMPLOYER: _____	AGE: _____
JOB TITLE: _____	
DEGREE (class, subject, university) _____	FT 1

£42,000 +  
car + bonus  
+ top  
benefits

## IT Controller

Thorn is a major international group with an annual turnover in excess of £1.5 billion. In Europe, Thorn operates in 13 countries and the core businesses are brand leaders in their respective markets.

This is an opportunity with Thorn Europe, owing to the creation of a new management role with pan European exposure, to establish high standards of procedures for professionally managing all systems changes impacting on finance across Europe and ensuring compliance with those procedures. Responsibilities include:

- Regular reporting at Director and senior management level across the UK and Europe.
- Defining policy to system change control for finance, across Europe.
- Managing the day-to-day working relationship with the IT function, on behalf of finance.
- Guiding the European Finance Team on technology and service related decisions. Advising on privatisation of systems resource/budget.

You are likely to be a qualified ACA accountant with in excess of five years POE, preferably with a background in the profession and subsequent commercial experience. You should also possess a knowledge of project management implementation, as well as understanding process and control implications. Strong interpersonal skills and the ability to build and develop working relationships in conjunction with the ability to influence and manage potentially conflicting situations are essential skills. You should also be a results focused, tenacious individual who can grasp new ideas and concepts quickly.

This is a high profile opportunity, reporting to the Director of Finance, within a prestigious and forward-thinking multinational. Career development opportunities within the Group are first class and the financial package includes bonus, PRP, and other benefits associated with a major international corporation.

Please apply enclosing a full CV and details on your current salary package, quoting ref RB2611, to Rachel Boyland at Robert Half International, Princess Beatrix House, Victoria Street, Windsor, Berks, SL4 1EH. Telephone: 01753 857 777 Facsimile: 01753 841 676

Any CV submitted direct to Thorn will be forwarded to Robert Half as retained consultants

**ROBERT HALF**

**THORN**

# et.Works

The FT IT

Recruitment section

is also available

**Recruitment**

all week on

[www.FT.com](http://www.FT.com)

Recruitment

# Net.Works

The FT IT Recruitment section is also available all week on [www.FT.com](http://www.FT.com)

John, 0171 873 4095